

No. 29,153

50

FINANCIAL TIMES

EUROPE'S BUSINESS NEWSPAPER

Monday October 24 1983

D 8523 B

Small banks hold key to Brazil's new rescue deal, Page 21

NEWS SUMMARY

GENERAL

US Navy convoy nears Grenada

Caribbean leaders last night resumed discussions on possible sanctions against Grenada after last week's coup of a U.S. Navy convoy near the island.

Military intervention was among the options being considered.

Radio Free Grenada, monitored in Barbados, said the island's militia was being mobilised "in view of the threat facing Grenada" and said an attack could materialise in the next few days.

The 15-ship convoy, to protect 1,000 American citizens, was expected to arrive last night, Radio Free Grenada said.

Iraq mines claim

Iraq claims to have mined the entrance to Bandar Khomeini, the north Iranian port east of Abadan, in a move which significantly escalates the Gulf war. Page 3

Huge peace demos

Over 2m people marched, sang, listened to speeches and formed human chains in a series of major demonstrations throughout Western Europe at the weekend against the imminent installation of cruise and Pershing nuclear missiles by Nato. Page 20

Kidnap charge

A gunman who burst into the Augusta National Golf Club while President Ronald Reagan was playing on the course was charged with kidnapping and with threatening the President's life. The gunman was alleged to have taken several hostages but freed them. The President was not touched.

Queensland poll

Veteran right-winger Joh Bjelke-Petersen claimed that his re-election in Queensland was a turning point against socialism in Australia. His National Party was returned to power in a state poll on Saturday in which the Liberal Party was decimated and Labor failed to win the support it had expected. Page 3

Pakistan arrests

Pakistan said more than 4,000 people were arrested across the country during the last 10 weeks of political agitation against martial law, and 2,327 were still in jail.

Sikhs held

Indian security forces have arrested 70 suspected Sikh extremists in raids on hideouts in Punjab state following Friday's train derailment in which about 20 people were killed and 130 injured.

Rio jail stormed

Four hundred car drivers stormed a suburban Rio de Janeiro jail in an effort to lynch six men who admitted murdering seven taxi drivers, Brazilian state police said.

Turkey warning

Martial law will continue in Turkey after the November 6 general election. President Kenan Evren warned.

Briefly...

Zimbabwe Opposition leader Joshua Nkomo is in Britain to complete his autobiography, his wife Johnson said.

Swiss general elections are likely to have resulted in only minor changes in the parliament's make-up.

Rod Dixon of New Zealand became the first non-American male runner to win the New York City marathon.

Racing: French filly Ma Biche won the Prix de la Forêt at Longchamp, Paris. Page 28

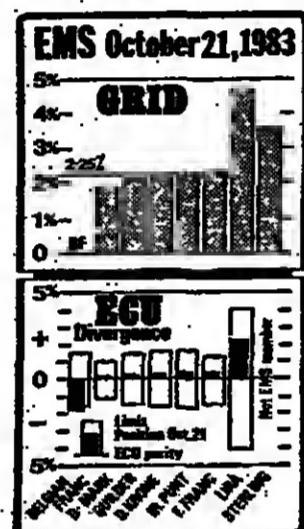
BUSINESS

Airline industry's finances improve

WORLD AIRLINE industry's financial position is improving slowly and there is a possibility of reporting profits after 1983, International Air Transport Association director-general Knut Hamskjöld said. The loss in 1983 will be \$250m by 1985 with the prospect of profits thereafter. Page 20

• NORTH SEA OIL: Two groups of oil companies, one Norwegian, the other British, are engaged in a \$328m tug-of-war over oil reserves in the Murmansk Field, which straddles the UK-Norwegian median line of the North Sea. Page 20

• BELGIAN FRANC continued to lose ground within the European Monetary System last week. It was



GENERAL

BUSINESS

GENERAL

CRISIS IN LEBANON

NOTICE OF REDEMPTION Northern Telecom International Finance B.V. 7% Convertible Subordinated Debentures Due 1987

NOTICE IS HEREBY GIVEN pursuant to the terms of an Indenture dated as of December 1, 1982 among Northern Telecom International Finance B.V. (the "Company"), Northern Telecom Limited, as Guarantor, Bankers Trust Company, as Trustee and Montreal Trust Company of Canada, as Co-Truster (the "Indenture"), that the Company will redeem all of the outstanding 7% Convertible Subordinated Debentures Due 1987 issued pursuant to the Indenture (the "Debentures") on November 22, 1983 (the "Redemption Date") at a price of U.S.\$1,040 per \$1,000 principal amount of Debentures (the "Redemption Price"), being 104% of the principal amount thereof, plus accrued interest at the rate of 7% per annum in the amount of U.S.\$33.44 per \$1,000 principal amount of Debentures.

The Redemption of the Debentures is effected pursuant to the twelfth paragraph of the form of Debenture contained in the Indenture and the conditions precedent to the redemption set forth in said twelfth paragraph have occurred.

Payment of the Redemption Price plus accrued interest will be made upon presentation and surrender on or after the Redemption Date of the Debentures to be redeemed together with Coupons Nos. 3 to 30 inclusive attached thereto, at the office of any one of the following paying agents:

Bankers Trust Company
(If by Hand)
Corporate Trust Office
First Floor
123 Washington Street
New York, N.Y. 10015
(If by Mail)
P.O. Box 2579
Church Street Station
New York, N.Y. 10008

Banque Paribas
3 rue d'Antin
Paris 2ème, France
Banque de Paris et des Pays-Bas
pour le Grand-Duché de Luxembourg S.A.
10A boulevard Royal
Luxembourg 15

Société Générale de Banque S.A.
3 Montaigne du Parc
Brussels, Belgium

Deutsche Bank
Aktiengesellschaft
5-11 Jungfernstieg
Frankfurt/Main, Germany

Bankers Trust Company
Dashwood House
69 Old Broad Street
London EC2P 2EE
England

Interest on the Debentures will cease to accrue on and after the Redemption Date.

The holder of any Debenture has the right to convert his Debenture into common shares of Northern Telecom Limited at the conversion price of U.S.\$24.3333 per share at any time up to the close of business on November 21, 1983, upon surrender of the Debenture together with Coupons Nos. 2 to 30 attached to any one of the paying agents listed above, accompanied by written notice, substantially in the form of the Conversion Notice appearing on the reverse of the form of Debenture, executed by the holder, that such holder elects to convert such Debenture, if the common shares issuable upon conversion of said Debenture are to be registered in the name of a person other than the holder of the Debenture, such holder shall pay all transfer taxes payable with respect thereto. No payment or adjustment will be made on account of interest accrued on any Debenture delivered for conversion or on account of any dividends on the common shares issued or delivered upon such conversion. No fractional common share will be issued upon conversion of any Debenture and if the conversion results in a fraction, an amount equal to such fraction multiplied by U.S.\$24.3333 shall be paid in cash to the holder of such Debenture.

Alternatives Available to Holders of Debentures

1. **Conversion of the Debentures into Common Shares by November 21, 1983:** Each \$1,000 principal amount of Debentures is convertible at any time prior to the close of business on November 21, 1983 at the conversion price of U.S.\$24.3333 into 41 common shares of Northern Telecom Limited. The last reported sale price of the common shares on the New York Stock Exchange on October 18, 1983 was U.S.\$41.25 per share. Based on such last reported sale price, the market value of common shares (including cash paid in lieu of fractional shares) which holders would obtain upon conversion of \$1,000 principal amount of Debentures would be U.S.\$1,693.58.

Although no assurance can be given as to the future market price of the common shares, as long as the price of the common shares is equal to or greater than U.S.\$26.13 per share, upon conversion holders of Debentures will receive common shares (including cash paid in lieu of fractional shares) having a market value greater than the amount of cash which they would otherwise be entitled to receive upon redemption.

2. **Redemption of the Debentures on November 21, 1983:** Debentures not converted by November 21, 1983 will be redeemed at the Redemption Price, including accrued interest to the Redemption Date, of U.S.\$1,073.44 per \$1,000 principal amount of Debentures.

3. **Sale of Debentures through ordinary brokerage transactions:** Debentures may be sold through a broker to others. Holders of Debentures should consult their own brokers as to this procedure.

Northern Telecom International Finance B.V.

October 24, 1983

Peace keeping gives way to power broking

BY PATRICK COCKBURN

EVEN before two bombs killed 120 U.S. marines and possibly up to 70 French soldiers, the 5,400-strong multinational force in Lebanon was in an increasingly dangerous and ambiguous position.

It entered the country as a peace keeping force last year after the massacre of 900 Palestinians at Chatilla, but as the months passed its role changed to that of a military alliance of the Lebanese Government.

When Druse militiamen bombed the Syrian artillery assault on the Lebanese army positions in the town of Souq al-Gharb on the ridges above Beirut last September they were held off by U.S. naval artillery. The U.S. announced that any threat to the security of Beirut endangered American personnel and they would respond militarily.

The high point of U.S. success was a month ago when the accord between the Government and Druse forces was signed.

Since then there have been continuous attacks on marine positions and convoys.

It is unlikely that Amal carried out yesterday's attack but two other militant groups in the Shiah areas with strong links to Iran and Syria.

Ayatollah Khomeini's picture can often be seen on walls and

position from that of America. They said they were still a peace-keeping force. The Italians have painted all their military vehicles white like the UN troops in south Lebanon.

For months, however, the multinational force had simply become an ally to the Government.

The White House never seemed to appreciate the vulnerability of the U.S. forces in Lebanon despite the blowing up of the U.S. embassy in April.

The same technique of a van loaded with explosives driven up to the entrance of the building was used as that employed yesterday.

The U.S. forces in Lebanon were held off yesterday's attack but two other militant groups in the Shiah areas with strong

links to Iran and Syria.

Amal gunmen who were cleaning

their machine guns in a ruined house a hundred yards from a marine battery. The long barrels of 155mm artillery stood out clearly against the sky on

the other side of somebody's vegetable garden.

A month ago I sat with two

Amal gunmen who were cleaning

their machine guns in a ruined house a hundred yards from a marine battery. The long barrels of 155mm artillery stood out clearly against the sky on

the other side of somebody's vegetable garden.

It would be easy for the local

militiamen to lob mortar rounds

and rockets at the marines and

cause casualties. It would also

be difficult for the U.S. to

respond without causing

more civilian casualties in the

surrounding suburbs and inviting

a stronger response from the

local militia.

The temptation for President

Reagan is wholly to blame the

Syrians for the death of the

marines. This, at least, has the

virtue of simplicity but it is

unlikely that the identity of the

perpetrators in the tangled and

savage undergrowth of Lebanese

politics will ever be clearly

identified.

It is unlikely that the perpetrators, hidden in the tangled and savage undergrowth of Lebanese politics, will ever be identified.

Syria may have been ultimately behind this pressure but the attacks were carried out from the vast suburbs to the south of Beirut.

They are inhabited almost entirely by some 600,000 members of the Shiah sect, whose militia control the streets. The army has never entered the suburbs where Amal, led by Mr Nasib Berri, is the main political and military grouping.

It is unlikely that Amal carried out yesterday's attack but two other militant groups in the Shiah areas with strong

links to Iran and Syria.

Ayatollah Khomeini's picture

can often be seen on walls and

ruined houses a hundred yards from a marine battery. The long barrels of 155mm artillery stood out clearly against the sky on

the other side of somebody's vegetable garden.

A month ago I sat with two

Amal gunmen who were cleaning

their machine guns in a ruined house a hundred yards from a marine battery. The long barrels of 155mm artillery stood out clearly against the sky on

the other side of somebody's vegetable garden.

It would be easy for the local

militiamen to lob mortar rounds

and rockets at the marines and

cause casualties. It would also

be difficult for the U.S. to

respond without causing

more civilian casualties in the

surrounding suburbs and inviting

a stronger response from the

local militia.

The temptation for President

Reagan is wholly to blame the

Syrians for the death of the

marines. This, at least, has the

virtue of simplicity but it is

unlikely that the identity of the

perpetrators in the tangled and

savage undergrowth of Lebanese

politics will ever be clearly

identified.

The same technique of a van loaded with explosives driven up to the entrance of the building was used as that employed yesterday.

The high point of U.S. success was a month ago when the accord between the

Government and Druse forces was signed.

Since then there have been continuous attacks on marine positions and convoys.

It is unlikely that Amal carried out yesterday's attack but two other militant groups in the Shiah areas with strong

links to Iran and Syria.

Ayatollah Khomeini's picture

can often be seen on walls and

ruined houses a hundred yards from a marine battery. The long barrels of 155mm artillery stood out clearly against the sky on

the other side of somebody's vegetable garden.

It would be easy for the local

militiamen to lob mortar rounds

and rockets at the marines and

cause casualties. It would also

be difficult for the U.S. to

respond without causing

more civilian casualties in the

surrounding suburbs and inviting

a stronger response from the

local militia.

The temptation for President

Reagan is wholly to blame the

Syrians for the death of the

marines. This, at least, has the

virtue of simplicity but it is

unlikely that the identity of the

perpetrators in the tangled and

savage undergrowth of Lebanese

politics will ever be clearly

identified.

The same technique of a van loaded with explosives driven up to the entrance of the building was used as that employed yesterday.

The high point of U.S. success was a month ago when the accord between the

Government and Druse forces was signed.

Since then there have been continuous attacks on marine positions and convoys.

It is unlikely that Amal carried out yesterday's attack but two other militant groups in the Shiah areas with strong

links to Iran and Syria.

Ayatollah Khomeini's picture

can often be seen on walls and

ruined houses a hundred yards from a marine battery. The long barrels of 155mm artillery stood out clearly against the sky on

the other side of somebody's vegetable garden.

It would be easy for the local

militiamen to lob mortar rounds

and rockets at the marines and

cause casualties. It would also

be difficult for the U.S. to

respond without causing

more civilian casualties in the

surrounding suburbs and inviting

a stronger response from the

local militia.

The temptation for President

Reagan is wholly to blame the

Syrians for the death of the

OVERSEAS NEWS

EEC stresses need for dialogue with Soviet Union

BY JOHN WYLES IN VOULIAGMENI

FOREIGN MINISTERS of the European Community yesterday responded to the weekend peace marches by stressing their desire to maintain a potentially fruitful dialogue with the Soviet Union despite any setback caused by the deployment of intermediate range nuclear weapons in Europe.

Deployment of U.S. cruise and Pershing 2 missiles is not usually regarded as a suitable topic for discussion in EEC gatherings.

Ministers, however, spent considerable time at an informal meeting here in Greece assessing the Soviet position in the Geneva disarmament talks and speculating on the consequences of Moscow breaking off the talks once deployment begins in December.

Watching the peace protests building up to a crescendo of activity, several governments, including recently the British, have been laying new stress on their desire to continue a political dialogue with Moscow. The most visible expression of this was last weekend's eleventh-

hour meeting in Vienna between Herr Hans Dietrich Genscher, West German Foreign Minister, and Mr Andrei Gromyko, his Soviet counterpart.

Herr Genscher's account of the talks was said by one of his EEC colleagues to have been "masterly" and to have provided the basis for the conclusion that Moscow was beginning to recognise the failure of its tactics to stop deployment of cruise and Pershings.

"They are grasping the central point that INF deployment is taking place because Europe wants it and European governments of all persuasions are firm in their commitment to it," said Sir Geoffrey Howe, the British Foreign Minister, at the end of the meeting at this Athenian seaside resort yesterday.

Foreign ministers concluded with apparent satisfaction that Moscow was beginning to realise that its bid had failed to use the missile issue to "decouple" Europe from the

Caribbean talks on Grenada sanctions

By Hugh O'Shaughnessy in Port of Spain

CARIBBEAN heads of government yesterday discussed for the second day here the sorts of sanctions they might impose on the left-wing military government of Grenada following last Wednesday's massacre of scores of people, including Prime Minister Maurice Bishop, in St George's, the Grenadian capital.

As the Caribbean leaders meet, a U.S. naval task force comprising over 10 ships steamed towards the island and HMS Antrim, and a support ship in the area stood by amid indications that a landing on Grenada was being considered.

The British and U.S. governments are worried about the safety of many hundreds of their nationals on the island. It is also no secret that both Whitehall and Washington would be happy to see the end of the 16-man revolutionary military council which ousted the Bishop government.

Caribbean leaders have been in close contact with Washington and London. Over the weekend Prime Minister Edward Seaga of Jamaica, Prime Minister Tom Adams of Barbados, and Prime Minister Eugenia Charles of Dominica held talks in Bridgetown with Mr Charles Gilman, the U.S. Deputy Assistant Secretary of State for Caribbean Affairs. British representatives were also reported to have been present at the discussion.

Dunlop workers voted 4-1 to accept a redundancy package from the company, even though it represented a small improvement of the original £5m (£5.9m) for the 700 workers.

Dr Garret Fitzgerald, the Irish Prime Minister, who revealed that Irish exports are now expected to increase by 12 per cent in volume this year, warned that damage had already been done to Ireland's invest-

ment image. He pointed out that most of the export increase was due to foreign firms and that action which deterred foreign investment could threaten thousands of jobs.

The Dunlop action increased fears about the future of the Ford plant, which produces 80 Sierras per day and which has been closed for three weeks by the Dunlop dispute.

There have been a series of disputes over redundancy terms involving closed companies, but Irish employers' representatives suggest that a number of them involved plants like Dunlop which had many long-serving employees.

Caribbean leaders, while eager to take advantage of widespread waves of revolution against last week's killings, are reluctant to back any Anglo-U.S. intervention, for fear of local criticism.

Robert Graham adds: The British deputy High Commissioner in Barbados, Mr David Montgomery, arrived over the weekend in Grenada to help Britain's only diplomatic representative on the island, Mr John Telly.

The main task of Mr Montgomery is to ensure the safety of the 250 British tourists and employees on the island before the overthrow of Mr Bishop.

The operations are continuing following the discovery of arms dumps and the seizure of machine guns and rifles. But officials admit that much needs to be done before the "disturbed area" returns to normal.

Leaders of the Movement for the Restoration of Democracy, which has been the prime mover behind the two months of often violent unrest, are refusing to join the talks until political prisoners are freed.

Pirs Makhdoom of Hala, one of Sind's prominent religious leaders and a senior figure in the democracy movement said General Zia was trying "to fool the people." He warned that they would react against the President's rigid stance.

Queensland Premier scores stunning victory

BY MICHAEL THOMPSON-NOEL IN SYDNEY

IN ONE of Australia's most remarkable elections since the war, Mr Joh Bjelke-Petersen, the 73-year-old Premier of Queensland, scored a stunning personal victory in Saturday's state election.

With 80 per cent of the vote counted, it seems likely that Mr Bjelke-Petersen's ultra-conservative state National Party will win at least 40 seats in the 82-seat legislative assembly, against 32 for Labor, and may well govern alone.

Previously, it had ruled resource-rich Queensland in coalition with the Liberal Party, the vote for which fell dramatically on Saturday.

Mr Bjelke-Petersen — regarded as eccentric and auto-

cratic, even by Australian parliamentary standards — claimed the National Party's success was a significant national setback for the Labor Party, and a personal reversal for Mr Bob Hawke, the Federal Prime Minister. It was the "biggest defeat he could ever dream he would suffer," claimed the State Premier.

However, the elections' real significance lay in the shattering blow it dealt to Liberal morale, and the suggestion of a realignment of power between the Liberal-National Party, which ruled nationally in coalition until Mr Hawke's general election success in March.

The swing to the National

Party was almost 11 percentage points, giving it about 39 per cent of the vote. There was also a swing to the Labor Party of three percentage points giving it about 44 per cent of the vote, and 33 seats against 25 previously.

The swing against the Liberals was an estimated 12 percentage points giving it a meagre 14 per cent of the vote losing it four seats to the Labor Party.

Mr Andrew Peacock, national leader of the Liberal Party, admitted "the result was a very grave setback."

Mr Hawke said in Canberra, that the swing of three percentage points to Labor had been "adequate" but said the

result's significant lay in Mr Bjelke-Petersen's routing of his former coalition partners. "He got them well and truly in his sights and did them like a dinner," said the Prime Minister.

The break-up of the Queensland coalition of Liberal and National parties occurred originally 10 weeks ago when Mr Terry White—subsequently elected Liberal leader—crossed the floor to vote with the Opposition. The premier then sacked him from the Queensland Cabinet.

A bitter foe of socialism, Mr Bjelke-Petersen is bound to prove an increasingly troublesome thorn in the side of the Hawke Government in Canberra.

berra which in turn claims Queensland's economy is deteriorating rapidly.

More than A\$30bn (£18.3bn) of resource and infrastructural projects are under discussion or investigation in Queensland. They include 38 coalmines, four power stations, four coal-handling ports and 10 major energy projects.

However, it is claimed Mr Bjelke-Petersen has chased a "resource rainbow" at the expense of balanced manufacturing, emanating from companies such as MTM Holdings, Queensland's biggest miner and Australia's third biggest company—are increasingly alarmed at the scale of state levies, taxes and royalties.

Brasilia must support austerity plan, says IMF

By Andrew Whitley in Rio de Janeiro

M JACQUES DE LAROSIERE, the IMF managing director, is reported to have told Brazilian officials that the Government's latest austerity package must be approved by Congress before the IMF board meets on November 18 to discuss the resumption of lending to Brazil.

Last Wednesday night the Opposition-dominated Chamber of Deputies, the Lower House of Congress, overwhelmingly rejected the major plank of the Brazilian Government's legislation to meet IMF targets.

Putting a brave face on their defeat, the authorities are now trying to negotiate the support of two small Opposition parties for their latest proposals which include a severe containment of wage rises. The main Opposition party, the PMDB, has already indicated its rejection.

Sr Ernesto Galveas, the Finance Minister, was reported yesterday to have attempted to resign last Wednesday—disheartened by Congress's resistance and by indications that inflation in Brazil is continuing to climb.

According to yesterday's *Jornal do Brasil*, a leading daily, the Finance Minister made his decision after a grueling telephone conversation with Mr de Larosiere. Sr Galveas was persuaded by Sr Antonio Delmi Netto, Brazil's economic overlord, to stay at his post.

Iraq, Iran claims successes as war escalates

BY PATRICK COCKBURN

IRAQ claims to have mined the entrance to Bandar Khomeini, the northern Iranian port east of Abadan, in a move which significantly escalates the Gulf war.

If mines have been laid in significant numbers near Bandar Khomeini, the channel to the Iranian oil product port of Bandar Mashur, which uses the same waterway, will also be closed.

Bandar Khomeini is used increasingly hot there has been a continual flow of oil products,

including jet fuel, into Iran via Bandar Mashur.

The mining of Bandar Khomeini and Bandar Mashur may be a foretaste of more aggressive moves by Iraq to impede the Iranian oil trade.

Iraq is holding off from using the five French Super Etendard aircraft with Exocet missiles until after a debate in the United Nations Security Council on neutralising the Gulf.

Iran says that 95 people were killed and 428 wounded by Iraqi ground-to-ground rockets

against Dezful and Masjed Soleyman, both cities in the north of Iran's oil province of Khuzestan.

The Iranian attack, code-named Vsl Fajr Four, appears to be a limited assault to spread out Iraqi forces on the long border between the two countries but Iraq has clearly reacted fiercely to the attack.

The Iranians claim to have killed or wounded 4,300 Iraqis and to have taken 465 prisoners, while the Iraqis say that Iran has suffered equally heavy casualties.

territory which juts into Iran and the town of Garnak further north in Iran's Kermanshah province.

The Iranian attack, code-named Vsl Fajr Four, appears to be a limited assault to spread out Iraqi forces on the long border between the two countries but Iraq has clearly reacted fiercely to the attack.

The Iranians claim to have killed or wounded 4,300 Iraqis and to have taken 465 prisoners, while the Iraqis say that Iran has suffered equally heavy casualties.

Heavy fighting is also continuing as a result of the latest Iranian offensive against Iraqi positions around the garrison town of Penjwin. After initial Iranian success, the Iraqis say they have taken a strategic height overlooking Penjwin which is now in Iranian hands.

According to Iranian news papers, their forces have taken a 25 mile-long salient of Iraqi

Zia army clamps down on demonstrations in Sind

BY JOHN ELLIOTT IN HYDERABAD

VIOLENT DEMONSTRATIONS and other political protests in some key trouble areas of the Pakistan province of Sind have been quelled by tough army action, including the burning of houses, during the past few days.

This firm reassertion of the authority of Pakistan's martial law regime after two months of unrest has coincided with President Zia Ul-Haq implicitly rejecting the key demand of political activists.

In his weekend speech he refused to state the timing or form of promised elections and said personally saw no scope in an Islamic State for a party system of government.

Leaders of the Movement for the Restoration of Democracy, which has been the prime mover behind the two months of often violent unrest, are refusing to join the talks until political prisoners are freed.

Pirs Makhdoom of Hala, one of Sind's prominent religious leaders and a senior figure in the democracy movement said General Zia was trying "to fool the people." He warned that they would react against the President's rigid stance.

The speech, made to Pakistan's nominated National Council, the Majlis-i-Shura, follows talks between President Zia and broadly sympathetic minority political parties.

Leaders of the Movement for the Restoration of Democracy, which has been the prime mover behind the two months of often violent unrest, are refusing to join the talks until political prisoners are freed.

Martial law has been in force in the major Turkish cities since December, 1978, and throughout the whole country since the military takeover in 1980. The present general elections are the first to be held under martial law.

The first spark of excitement in what has been a virtually lifeless election campaign came at the weekend when leaders of the three parties met for a two-hour television discussion.

MARTIAL LAW will continue in Turkey after the November 6 general election, warned President Kenan Evren this weekend. He said that despite rumours that martial law would be lifted, it was still needed to root out "nests of traitors."

Martial law has been in force in the major Turkish cities since December, 1978, and throughout the whole country since the military takeover in 1980. The present general elections are the first to be held under martial law.

The first spark of excitement in what has been a virtually lifeless election campaign came at the weekend when leaders of the three parties met for a two-hour television discussion.

The speech, made to Pakistan's nominated National Council, the Majlis-i-Shura, follows talks between President Zia and broadly sympathetic minority political parties.

Leaders of the Movement for the Restoration of Democracy, which has been the prime mover behind the two months of often violent unrest, are refusing to join the talks until political prisoners are freed.

Pirs Makhdoom of Hala, one of Sind's prominent religious leaders and a senior figure in the democracy movement said General Zia was trying "to fool the people." He warned that they would react against the President's rigid stance.

The speech, made to Pakistan's nominated National Council, the Majlis-i-Shura, follows talks between President Zia and broadly sympathetic minority political parties.

Leaders of the Movement for the Restoration of Democracy, which has been the prime mover behind the two months of often violent unrest, are refusing to join the talks until political prisoners are freed.

Martial law has been in force in the major Turkish cities since December, 1978, and throughout the whole country since the military takeover in 1980. The present general elections are the first to be held under martial law.

The first spark of excitement in what has been a virtually lifeless election campaign came at the weekend when leaders of the three parties met for a two-hour television discussion.

The Industrie kreditbank Reports

Business Year 1982/83

Interim Balance of Structural Changes

During the last few years the structural changes in our economic system have gained intensity and speed, thus creating many special problems. To cope with these constitutes a great challenge to industrialists, employees and policy-makers. We draw attention to some selected aspects of such structural change in part I of our Annual Report 1982/83.

Longer Terms for Credits

The Bank participated in the last fiscal year in the financing of investments realizing structural changes in its client firms, with new credits amounting to DM 1.9 billion. More than half of the newly granted credits (21 per cent in the preceding year) were for terms of ten years and longer. Approximately a quarter of the new credits was earmarked for conversions.

Improved Result

Net interest earnings of the Bank increased in the year under report by DM 17 mill. or 10.5 per cent to DM 174 mill. The improved operating result allows—in addition to a DM 12 mill. allocation to the capital reserves and adequate risk provisions—a distribution of a dividend amounting again to DM 7 to each DM 50 share.

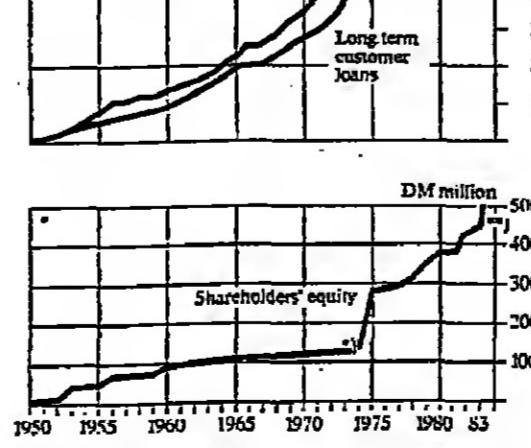
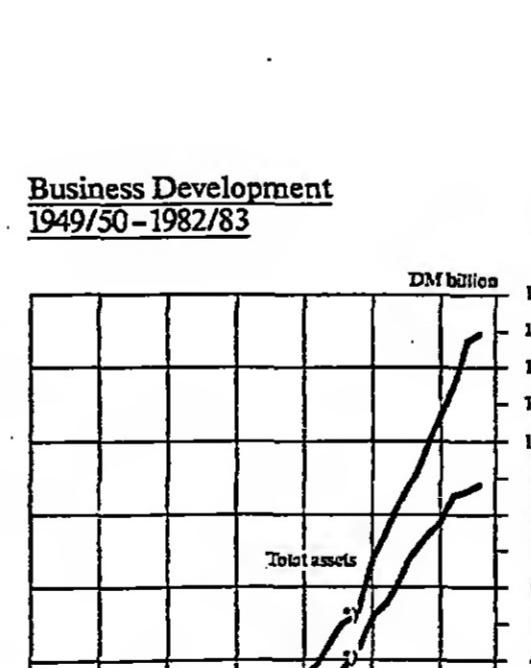
Shareholders' funds increased

In June 1983 the capital stock was increased by nominally DM 18 mill. to DM 162 mill. The share capital and capital reserves amount now altogether to DM 504 mill.

Successful Industrie kreditbank International

Our fully owned Euro-subsidiary in Luxembourg has concluded the fiscal year 1982/83 with an operating result 35 percent higher than in the preceding year. The improved result was predominantly applied to the increase of the provisions and the value adjustments and was transferred in an amount of fr 21 mill. to the capital reserves. Consequently, the capital resources amount (without provisions and value adjustments) to fr. 527 mill. Of the balance sheet total of fr. 18.2 billion an amount of 11.1 billion refers to non-bank customer credits. In accordance with its business purpose the Luxembourg subsidiary has mainly supported the credit business of the parent company with long-term financing.

Business Development 1949/50–1982/83



WORLD TRADE NEWS

U.S. VOICES CONCERN OVER GROWTH OF IMPORTS

'Unfair' aid for EEC wine industry

BY NANCY DUNNIN IN WASHINGTON

THE EEC wine industry has achieved an expanding share of the U.S. market as a result of benefits from "an array of production and financial incentives," a Department of Agriculture committee of inquiry concluded after a tour of Belgium, France and Italy.

Aids received by the EEC industry, which are unavailable to U.S. growers, have "stimulated the production of ordinary table wine, insulated producers against recurrent surpluses and have ultimately enhanced the EEC's ability to achieve an expanding share of the U.S. wine market," the inquiry reported.

A team of wine analysts was sent to Europe last summer at the request of California

Senator Pete Wilson after U.S. wine producers complained of unfair practices by their European counterparts.

Senator Wilson and three others representing wine producing states have proposed a "Wine Equity Act" which would require that American wines be admitted into foreign countries on the same non-tariff basis as foreign wines are currently allowed into the U.S.

An aid to Senator Wilson said support for the legislation is building and that there is talk of forming a wine caucus to push through legislation favourable to grower interests.

American wine producers, led by the California Wine Institute, have complained that the

sales of low-cost European table wines are booming while the growth rate of the U.S. industry has slowed significantly.

The U.S. investigators said that almost one-third of the growth of the American market during the past decade has been fuelled by imported wines, which now hold 28.5 per cent of the market. Italy and France are the leading suppliers.

The investigating team acknowledged that depreciation of the lire relative to the U.S. dollar plays a part in the low costs of Italian wine in the U.S. However, it said the exchange rates also fail to provide a fully adequate explanation of the price difference.

The study found that particu-

lar assistance is being provided to EEC co-operatives. It said that support for table wine includes payments for distillation of surplus wine, help for wine storage and direct subsidies for export to non-North American destination, with appropriations for these activities having grown from about \$30m in 1978 to close to \$50m in 1982.

In addition, a vast array of preferential credits, low interest loans and outright grants are given, the report said.

These are the kinds of subsidies which do not permit us to compete fairly, and we have to take the necessary steps to see that it is stopped so that we can compete," Senator Wilson said.

Turkey fees protest by airlines

By David Barchard in Ankara

INTERNATIONAL airlines have served notice on the Turkish Government that they regard charges for the newly opened terminal at Istanbul airport as "unacceptable" and will boycott it unless fees are lowered.

The terminal, designed to replace the old-fashioned existing international terminal—generally agreed to be among the worst in Europe as a major centre—was opened two weeks ago by President Kemal Ermen.

So far only three international airlines have joined Turkish Airways (THY) in setting up in the new terminal. They are Saudi, PIA of Pakistan, and El Al of Israel. In each case political motives seem to have prevailed over commercial considerations.

The other airlines summoned to a meeting in Istanbul on October 14 at which they informed the Turkish authorities that the charges being demanded for the new terminal are believed to be the highest in the world. One company said that its fee for office space had jumped from \$160 a month in the old terminal to more than five times that amount.

Landing fees are also believed to have increased sharply for airlines in the new terminal.

Portugal cuts import charge

By Diana Smith in Lisbon

THE PORTUGUESE Government has undertaken, as part of its standby \$450m (£329m) agreement with the International Monetary Fund (IMF) to reduce a 30 per cent import surcharge imposed in January by the former administration to 10 per cent no later than March 31 1984.

The 30 per cent surcharge did not bring expected higher revenue and was resented by Portugal's trading partners especially since it was coupled with deliberate but undeclared bureaucratic obstruction of import licences.

Beech plans new executive jet

By MICHAEL DONNIN, AEROSPACE CORRESPONDENT

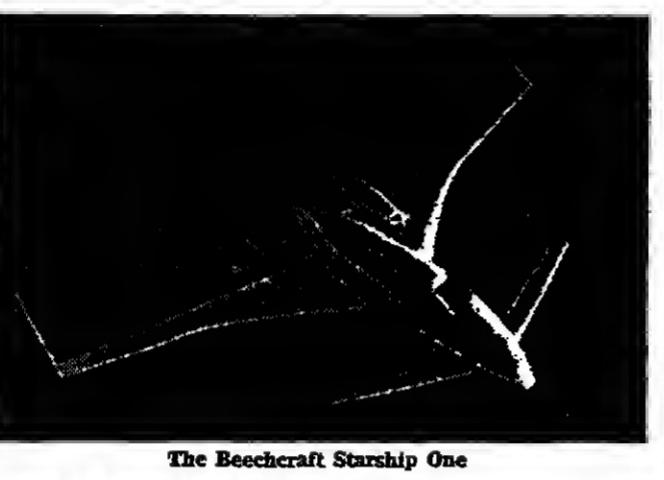
BUSINESSMEN of the future may well find themselves flying in a new-style corporate turbo-propeller-driven aircraft—the 400 mph Beechcraft Starship One, an executive aircraft with a design shape approaching that of science-fiction spacecraft.

The aircraft, a twin-engine type, is called "Jetfan" by Beech Aircraft Corporation of the U.S., which has already flown an SS per cent scale model of the Starship One.

Beech explains that "Jetfan" is a name coined by the company "to indicate the convergence of jet-prop, prop-fan and fan-jet technology." The propellers are driven by two turbine engines (Pratt & Whitney PT6A-60 turbo-props of 1,000 shaft horsepower each).

The aircraft, which will seat between eight and ten passengers, will be able to cruise at speeds of more than 400 mph. In appearance it will have two small wingslets at the front of the fuselage, a sharply swept wing with vertical winglets mounted at the tips, with the engines mounted aft over the wings.

A full-scale version of the aircraft will be completed in 1985. The Starship One would be



The Beechcraft Starship One

and first customer deliveries will begin soon afterwards. The aircraft will be built extensively of advanced composite materials and titanium.

Mr Linden Blue, president and chief executive of Beech, said that the company had been working for the past five years on a design which would lead the business aircraft industry for the next 20 years.

The Starship One would be

the first of a family of new Beechcraft models. Features of the new aircraft would be higher cruising speeds and altitudes, greater fuel economy, lower cabin noise levels, and improved short airfield performance.

The price for a Starship One will be about \$2.7m in 1983 dollars. Beech Aircraft Corporation is a subsidiary of the Raytheon Company.

SHIPPING REPORT

Gulf tanker rates rise sharply

By ANDREW FISHER, SHIPPING CORRESPONDENT

TANKER RATES out of the main Iranian oil terminal of Kharg Island moved up sharply last week as both sides in the prolonged war between Iran and Iraq stepped up their threats of action in the Gulf.

Japanese charterers, especially, were keen to obtain vessels for loading up to mid-November, while the terminal was still in action.

Iran has said it will block the vital Straits of Hormuz through the Gulf if Iraq uses Super Estandard aircraft supplied by France against its tankers. This would cut off a large part of the West's oil supplies and leave many large tankers idle, since their main employment is on routes from the Gulf.

The main beneficiaries of last week's activity were owners of smaller VLCCs (very large crude carriers). One voyage from Kharg Island to Japan for a 230,000 ton cargo was fixed at Worldscale 44, and for non-Iranian loadings to the East

the level was Worldscale 41½—but about ten points up on the previous week.

According to E. A. Gibson Shipbrokers, VLCC rates to the West also put on a few points to Worldscale 35. "With the current volume of inquiry quoting, there is every anticipation of higher levels being maintained."

The brokers noted that it had been some time since only six VLCCs had been available in the Gulf, with another six also able to guarantee oil liftings in October.

And with only a small number of ships due to enter the Gulf in November, owners have clearly been encouraged to press charterers for higher levels.

Even so, the VLCC tonnage surplus remains large and most operators feel this will have to come down sharply through scrapping before the tanker market becomes profitable again for owners.

Last week also saw some lift on the dry cargo scene. Denholm Coates reported that the Atlantic market was now showing signs of life, with a peak rate of \$3.70 per ton paid for a Panama size ship—\$6,000-\$8,000 deadweight tons and able to navigate the Panama Canal—for grain from the U.S. Gulf to Europe. This compared with the previous week's level of \$7.50.

Two major secondhand purchases enlivened the sale and purchase scene in the week. The Cast Narwhal—an ore-bulk-oil carrier which was the largest ship in the recently split up Cast fleet—was sold to Norwegian interests for \$5.5m.

Galbraith Wrightson noted that this was scarcely more than her demolition value to breakers in the Far East. The 54,000 dwt King Charles bulk carrier, laid up in London for over a year, went for a reported \$4.75m to Greek buyers.

Tokyo offers low-interest finance to importers

By CHARLES SMITH, FAR EAST EDITOR, TOYOKE

JAPAN claimed yesterday that it had moved into the "realm of active import promotion" with its newly issued package of economic measures.

The claim, made by Prime Minister Yasushi Nakasone, is based on the fact that the package includes proposals for making available low-interest rate government finance to importers of manufactured goods.

Previous Japanese trade packages have consisted of measures to "open" the market but have not offered direct incentives to importers.

The new import financing outlined in the package includes some £20bn (£57.4m) worth of funds which will be administered by the state-owned Export Import Bank.

The Export Import Bank is about ¥500bn worth of Japanese exports per year and about ¥400bn worth of raw materials imports but has never been previously involved with imports of manufactured goods.

Officials at the Ministry of International Trade and Industry who were responsible for drafting the import promotion section of the package said that the Exim bank was considering making finance available for the servicing and other costs related to sales of imported goods in Japan as well as for products even more difficult for the suppliers next year as the presidential election approaches.

Other import promotion measures featured in the package include the proposed introduction of a system under which Japan will purchase yen denominated import bills.

This would provide an alternative to the dollar-financing of imports which is standard practice in Japan.

Ministries said on Friday they expected to be able to introduce the system but that details were still under discussion with the Bank of Japan.

The section of the package dealing with market opening—as opposed to import promotion—outlines a scheme under which Japan will accelerate the Tokyo Round timetable for tariff cuts on about 1,200 manufactured goods by one year.

Japan is understood to be ready to speed up its tariff-cutting timetable by three years if other nations agree to follow suit.

The package also lists 44 items on which deeper tariff cuts will be made as from the start of the 1984 fiscal year. The list includes integrated circuits, combine harvesters, automatic regulators for cars, and electronic cash registers.

A request by the EEC for a cut in the import tariff on wine is understood to have been rejected by the Ministry of Finance.

A final section of the package dealing with capital flows and foreign exchange movements indicates that Japan will substantially modify the "real demand rule" under which Japanese companies are only allowed to make forward contracts on the Tokyo foreign exchange market on the basis of actual import contracts.

Gatt consensus may soon emerge on code for trade in services

BY PAUL CHEESWRIGHT IN BRUSSELS

CONSENSUS among the trading nations about the need, or not, for a major new round of negotiations to establish a set of international rules for services is likely to emerge next year, according to Mr Leslie Fielding, director general of external relations.

The first step towards a negotiation could be taken at the annual meeting of the General Agreement on Tariffs and Trade (GATT) in November 1984.

Services—shipping, banking, insurance, consultancy and so on—now account for a greater proportion of world commerce and employment than industry and agriculture, although the statistics are foggy and incomplete.

If there is a negotiation, then, as Mr Fielding pointed out in a London address to the Chambers of Commerce of the North Sea Ports, then the EEC role will be crucial.

Although the U.S. has spearheaded the drive for international disciplines in this sector, the EEC accounts for

three times as many world exports of services as the U.K. itself. But the EEC so far does not know either what it would want whether it would benefit from some international code of rules.

There is a prima facie case for some liberalisation, or at least for new measures of protectionism. "Our positive trade balance in services is at least sufficient to suggest that the Community has an interest in preventing the erection of new obstacles to our service sector exports. But a firm view has yet to be reached," said Mr Fielding.

The other side of that argument is that EEC services exports have continued to expand without a firm set of rules. Further, there is a firm body of evidence supporting the notion that liberalising trade in goods was beneficial for the world economy, but there is no consensus on whether such disciplines could apply to services.

The link between liberalisation and economic growth has

entered the U.S. outside the quota system. In Hong Kong's case 68 per cent of its exports were covered by quotas before the new "calls" and the figure is now 34 per cent.

As a result of the additional "calls" Taiwan now has 48 categories of goods liable to quota. South Korea 47 and Hong Kong 38 with the possibility of one being added.

Under the bilateral trade agreements negotiated early last year, quotas were set on a number of categories of goods from Taiwan, the most important supplier to the U.S., South Korea and Hong Kong.

The agreement gave the U.S. the right to "call for consultation"—a euphemism for the right to renegotiate the terms of the treaty—where it felt Far Eastern imports were rising rapidly.

It has used these "calls" quite widely over the past three months—23 times in the case of Taiwan, 19 with South Korea and 14 with Hong Kong, one of which has subsequently been lifted.

The result has been to cut severely the amount of goods

imported by the U.S. outside the quota system. In Hong Kong's case 68 per cent of its exports were covered by quotas before the new "calls" and the figure is now 34 per cent.

As a result of the additional "calls" Taiwan now has 48 categories of goods liable to quota. South Korea 47 and Hong Kong 38 with the possibility of one being added.

Hong Kong managed to fight off U.S. attempts to impose a "call" on one category covering cotton sheets by threatening to take its case to the textiles surveillance body of the General Agreement on Tariffs and Trade in Geneva.

It felt that in such cases the more diplomatic approach would be to agree to the "calls" and, in four others the U.S. imposed the quota against the wishes of the Hong Kong authorities.

Most Far Eastern suppliers find the Americans difficult to negotiate with. They reach an initial agreement quickly but then find they might have to renegotiate bits of it over the life of the agreement.

Desalination contract signed

TO TOKYO — Mitsubishi Heavy Industry, Peñita Ocean Construction and Mitsubishi have signed a contract for a desalination plant on a turnkey basis with Saudi Arabia's Saline Water Conversion Corporation, a Mitsubishi official said.

The contract for the 223,000 tonne per day plant is valued at \$390m (£260m).

The plant will consist of 10 desalination units and will be delivered in May 1988, he said.

It will be built about 150km south of Jeddah and will supply water for drinking and industrial use.

• Kumagai Gumi said it won a ¥16bn (£46m) order from the Indonesia public works ministry to build a 72 km highway from Jakarta to Cikampek.

World Economic Indicators

	TRADE STATISTICS	Sept. '83	Aug. '83	July '83	Sept. '82
Japan Shn	Exports	12.30	12.45	11.96	11.15
	Imports	10.94	10.98	9.44	10.57
	Balance	+1.34	+2.39	+2.30	+0.58
UK £bn	Exports	4.926	4.731	5.107	4.390
	Imports	5.064	5.081	4.945	4.317
	Balance	-0.138	-0.350	+0.162	+0.033
U.S. \$bn	Exports	16.620	16.629	17.006	17.443
	Imports	22.782	21.958	21.624	22.720
	Balance	-6.152	-5.321	-4.016	-5.467

STATISTICAL TRENDS: FRANCE

Austerity measures begin to bite

THE AUSTERITY measures taken by the Government in March 1983 have begun to affect the economy. Cuts in public spending and tax increases, together with a tighter monetary policy were imposed to reduce inflation and restore external balance of payments.

Progress in cutting inflation has been slower than anticipated, and France's inflation differential with its main competitors remains high, as rates of inflation have dropped sharply elsewhere. The country's external payments position already looks healthier with a trade deficit of only FFr 400m (\$50m) in August. Foreign borrowing has slowed and foreign exchange reserves are at a record high.

The austerity programme came at a time when GDP growth was already slowing—to 0.1 per cent in the first quarter—and, overall, the economy is set to contract by 0.5 per cent this year. The effect of the new policies is likely to result in negligible growth in 1984 as well.

Personal consumption is likely to decline by 1 per cent this year in real terms. Declines in real consumption have only occurred in five quarters since 1970, and never in two consecutive quarters. Now it seems likely to fall in 1984, too.

The March measures have been reinforced by the restrictive September budget, a central aim of which was to limit the Government deficit with every area except Opec, especially with other OECD economies. In terms of the commodity balance, energy was the only sector to show real improvement. France's share of the export of manufactured countries declined in 1980 and 1981 and remained stable in 1982.

its original expansionary policies, which were based on a growth in domestic demand and exports. It was forced to change course by the severe deterioration in France's external position and the concurrent crises of the country's currency and of payments.

The problem was the growth differential between France and its trading partners. The realignments of the franc were sufficient to

Commentary by Our Economics Staff; data analysis by Financial Times Statistic Unit; charts and graphs by Financial Times Charts Department.

maintain price competitiveness, as the figures on relative wholesale prices indicate, but not to offset the trade effect of growth in France at a time of continuing recession elsewhere.

This left two alternatives: protectionism and withdrawal from the EMS, or action to develop a domestic policy reducing imports and inflation. The comparison between the Government's forecasts in August 1981 and the actual outcome illustrates which assumptions proved incorrect.

Private consumption grew faster than expected, while investment fell, and exports declined in contrast to the substantial growth predicted. The trade balance worsened with every area except Opec, especially with other OECD economies. In terms of the commodity balance, energy was the only sector to show real improvement. France's share of the export of manufactured countries declined in 1980 and 1981 and remained stable in 1982.

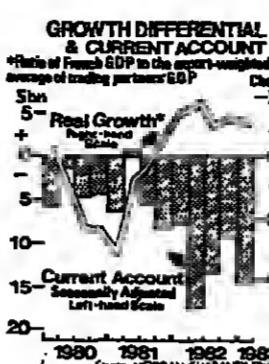
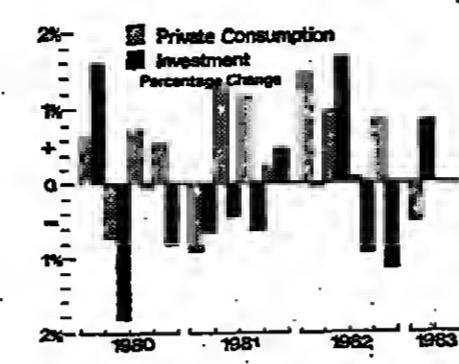
RELATIVE PERFORMANCE			
	annual % changes	1973-80	1981
Real GDP	5.6	2.8	-0.3
France	5.3	2.3	-0.2
Germany	5.3	2.3	-1.2
EEC	5.0	2.3	-0.2
Investment	6.6	1.1	-2.7
France	6.6	1.1	-2.7
Germany	5.8	1.5	-3.8
EEC	5.2	0.8	-2.8
Consumer prices	5.9	11.1	13.4
France	5.9	11.1	12.0
Germany	4.3	4.8	5.9
EEC	5.5	10.7	11.4
+ in industry			9.9

Source: OECD

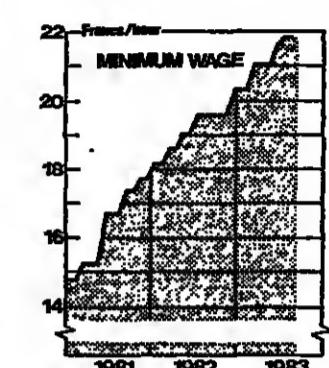
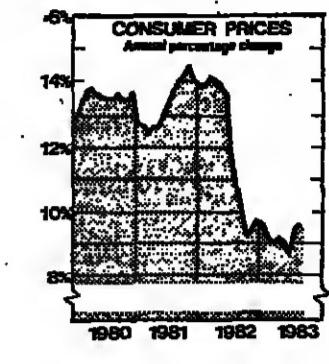
Economy

REAL GDP	% change on previous period
1976	5.2
1977	3.1
1978	2.8
1979	2.3
1980	1.1
1981	0.3
1982	1.7
1983†	-0.5
1984†	+0.5

† Forecasts.
Source: OECD, Phillips & Drew



1982 TRENDS % change		
Official French forecasts, Aug 1981	Out-cum	
Private consumption	2.5	3.5
Public consumption	2.7	2.5
Gross fixed investment	2.3	-1.0
General govt.	3.2	-2.0
Residential construction	0.1	-5.0
Total domestic demand	3.4	0.8
Exports	4.9	-2.0
Imports	5.1	-1.7
Change in foreign balance	-0.1	-1.3
GDP	3.1	1.7

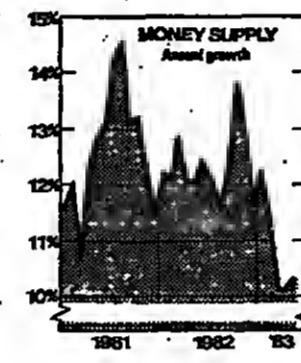


BALANCE OF PAYMENTS		
FFr bn	Current Account	1980 1981 1982
Trade Balance	Services	-14.2 -16.0 -15.9
Transfers	Long-term non bank capital	1.4 -4.2 -4.6
State authorised borrowing	Direct investment	4.3 6.2 11.9
Other	Short-term non bank private capital	0.2 -2.2 -1.4
	Bank capital	2.8 -2.3 1.1

Finance

GENERAL GOVERNMENT SURPLUS/DÉFICIT % of GDP		MONEY SUPPLY Annual growth
1971	0.7	13%
72	0.8	13%
73	0.9	12%
74	0.6	12%
75	-2.2	12%
76	-0.5	11%
77	-0.8	11%
78	-1.9	10%
79	-1.7	10%
80	-0.3	10%
81	-1.9	10%
82	-2.4	10%

Source: OECD



BALANCE OF PAYMENTS		
FFr bn	Trade Balance	Current Account Balance
1981	-12.93	-11.7
i	-2.27	6.7
ii	-2.54	6.5
iii	-18.63	-10.5
iv	-17.82	-15.7
1982	-25.44	-22.6
i	-28.89	-25.5
ii	-28.43	-25.6
iii	-28.43	-25.6
iv	-28.43	-25.6
1983	-23.76	-30.2
i	-12.90	-2.9
ii	-1.30	n.s.
July	-0.40	n.s.
Aug.	-0.40	n.s.

% SHARES IMPORTS		
	1963	1975
Italy	10.6	12.6
W. Germany	30.8	28.6
UK	10.1	6.6
USA	15.3	9.6
Japan	0.6	3.1
Other	32.6	39.5
Total (U.S.\$m)	4088	30721
	66691	

Source: Morgan Guaranty Trust



Trade

TRADE BALANCE by area (bn dollars)		
1980	1981	1982
OECD	-12.2	-11.3
EEC	-4.6	-5.6
W. Germany	-4.0	-4.2
OPEC	-15.3	-11.3
Other developing	4.8	5.3
Comecon	-0.3	-0.9
Other	-0.5	-1.0
+ customs (FOB/CIF)	-	-

Source: OECD

TRADE BALANCE BY COMMODITY (bn

OVERSEAS NEWS

J. D. F. Jones in Johannesburg reports on a bitter national debate

Blacks furious over constitution



Chief Buthelezi:
'racist principles'

WHITE South Africans are caught up in a maelstrom of political debate leading to November 2, when they will decide whether to introduce a new constitution. The proposals would allow both the 2.5m "coloured" people (of mixed race) and some 800,000 Indians limited representation in the hitherto exclusive white preserve of central government.

One of the most fascinating aspects of the referendum campaign is that the 20m or more blacks - who will not be asked what they think on November 2, and to whom the new constitution offers no prospect of change - are insisting on having their say.

Not surprisingly, their rejection of the constitution is almost unanimous. But it is being uttered with a force and an anger which have not been heard in public for years.

This constitution "has divided the whites, the coloureds and the Indians, and the only people it has unified are the blacks against the whites," Mrs Helen Suzman, the veteran opposition leader, said in Parliament last May. She is being proved right.

Factions which would normally have little good to say to each other all agree that this constitution is designed to ensnare apartheid and ensure white domination of the new political system, and therefore is the opposite of the reform its architects claim for it.

The most vociferous opposition has come from Chief Gaiska Buthelezi, leader of the Inkatha movement and Chief Minister of the Zulu tribal homeland of KwaZulu.

He is an old enemy of the Pretoria Government, but is also distrusted and criticised by many blacks because he has co-operated, to a point, with the Government's ethnic homeland policy.

It is too soon to risk a judgment of the lasting strength of this revolt, and indeed it is not yet clear whether the Government will permit it.

But, for the moment, two broad movements are making the headlines.

One is the United Democratic Front (UDF), which launched itself last month, claiming to bring together 400 organisations.

Although the 400 include football associations and social groups as well as more overtly political and civic associations, the UDF can claim to be the biggest mass front since the Congress movement of the 1950s.

As for the coloured community, it has been confounded - and split - by this vehement debate. The principal coloured party has been the

Labour Party, whose leaders earlier this year took a hasty decision for "qualified participation" in the new constitution. By this they mean that the party rejected the constitution but would operate within it in order to try to change it from inside.

Not surprisingly, this policy is confusing its followers. Radicals (including those in the UDF) pour scorn on the old-guard Labour Party leaders (who would presumably be in the running for cabinet and other jobs).

It is even possible that the coloured might, if asked, turn down the constitution, but no arrangements have yet been instituted to consult their opinion. There is only vague Government talk of a coloured referendum in due course, "if they ask for one."

The Indians have been keeping a lower profile and observers here suspect a majority would probably accept the constitution. There is an active radical wing which says No, but especially in Natal, the Indians are nervous of their relationship with the blacks, and must be listening to Chief Buthelezi's prophecies of doom.

The paradox is clear: the Government declares that a Yes vote by the whites is essential in midwife the momentum of "reform" in South Africa. The blacks, with a unanimity and an energy that have not been seen for a long time, insist that a Yes vote will take the country even closer to what Chief Buthelezi describes as "total political disaster."

"Just how close to a disaster it is," says the chief, "will be spelled out by the extent to which white South Africa votes Yes. Every No vote is vitally important for the future." No wonder the white voters themselves are becoming confused.



NANTES
Electronic parts in Nantes, Experimental crops in Abu Dhabi. Two real trade opportunities.

And two locations served by the international network of Banque Indosuez. A network now covering 60 countries.

In the Middle East, Banque Indosuez is present in the United Arab Emirates, in Dubai and Abu Dhabi, in Cairo, Bahrain, and in the Yemen Arab Republic. In Lebanon, its subsidiary, Banque Libano-Française, and in Saudi Arabia, its affiliate, Al Bank Al Saudi Al Fransi, are among the foremost institutions in these two countries.

In addition to its international network, Banque Indosuez also has deep roots in France: it has been headquartered in Paris since 1875 and has branches in all major French cities active in international business.

Regular loans and advances, export financing, mergers and acquisitions, project financing: Banque Indosuez opens up a whole world of opportunities.



ABU DHABI

BANQUE INDOSUEZ. A WHOLE WORLD OF OPPORTUNITIES.



BANQUE INDOSUEZ

Head office: 96, boulevard Haussmann - 75008 Paris.

Irish insurer 'may need decade to recover'

BY BRENDAN KEENAN IN DUBLIN

IT COULD take a decade to restore the troubled Irish insurance group Private Motorists Protection Association (PMPA) to a sound financial footing, according to Dr Garrett Fitzgerald, the Irish Prime Minister.

In the meantime, the 2 per cent levy on all non-life premiums will have to continue and the administrator appointed to run PMPA will be able to draw on the £120m (\$11m)

per year which the levy will provide.

Dr Fitzgerald, who was speaking at the end of his party's annual conference, confirmed reports that the Government had to threaten to appoint a liquidator in order to get PMPA, which insures about a third of the republic's drivers, to make information available on its affairs.

Earlier, Dr Fitzgerald confirmed his commitment to social reform

despite the divisions caused in his Fine Gael party during the recent referendum on abortion.

He said he would return to his programme of constitutional reform in areas such as divorce when the New Ireland Forum, which is trying to devise structures for an all-Ireland political settlement, completes its work.

Dr Fitzgerald was cautious on the prospects for the forum, saying

it was too early to assess the extent to which real agreement could be reached on acceptable solutions.

Senior Irish ministers are to have a series of meetings with employers' unions and farming bodies to discuss the problem of unemployment, which is now 17 per cent and still rising.

Dr Fitzgerald said those in work would have to consider time and income-sharing with the unemployed.



IMAGINATION UNLEASHED

What is your vision of the future? Is it going to be a drive over them or the other way around?

At Renault, we're the world's largest car manufacturer. We asked this question a hundred times.

It's a difficult question. Neither restrict nor replace human creativity. They can only enhance the creative process.

The machine houses the creative. It is a Computer Aided Design System (CADR) at our Design Department, here at Rueil, Paris.

It enables a designer to complete a full scale mock up within four days. Before CADR, it used to take him over three months.

With his new ability quickly to create and evaluate one new design after another, the computerised designer explores more ideas, to find the optimum, than he ever did before.

Today's measure rapidly becomes tomorrow's automobile standard, losing little in transformation from conception to final product.

Such technology has made it possible for Renault to hone product characteristics within the parameters of price and performance efficiency.

This benefits the product and the company. And in the end, it benefits the consumer.

Whatever one may say about the relationship between man and machine, Renault technology has a human face.

RENAULT
WE'RE HERE

UK NEWS

State spending target nearer agreement

BY PETER RIDDELL AND MAX WILKINSON

THE TREASURY has narrowed to substantially less than \$1bn the gap between its target for public spending next year and the demands from departments.

After strong hacking for the Treasury line from the Prime Minister in Cabinet last week, it is now considered a near certainty that the Government will be able to announce an agreed spending figure of £126.4bn for 1984-85 in its Autumn Statement next month.

However, some tough bargaining remains to be done in the next two weeks, mainly with the Ministry of Defence, about the arithmetic behind the overall figure.

The Treasury now seems confident that if the worst comes to the worst, it will be able to "lose" any remaining overshoot in the public expenditure accounting system as happened last year.

However, the Treasury will be arguing strongly in the so-called "Star Chamber" of Senior Ministers under Lord Whitelaw's chairmanship, that it would be wrong to raid the \$1bn contingency reserve to square the accounts as it did this time last year.

It will point out that this only

postponed the problem, since the Chancellor was forced to announce an emergency package of £1bn cuts and asset sales in July, only eight months after the last Autumn Statement on public spending.

The main problem remaining for next year is the defence budget, which is still substantially above the target level for 1984-85. The Treasury has suggested continuing into next year part of the current financial year's £240m cutback, announced in July. The Treasury is anxious to restrict next year's increase in the defence budget by about £1.3bn or 8 per cent compared with the 1983-84 figure.

There has also been an intense debate about whether to continue the present British commitment to the Nato target of a 5 per cent annual increase in defence expenditure beyond the present expiry date of 1985-86.

The Treasury has argued that the basis of the commitment should be changed from the present volume terms to cost terms. This could save up to about £350m in 1984-85.

The present volume basis means that if the cost of defence equipment rises faster than prices gen-

erally, the difference is added on top. If the defence budget were expressed in cost terms, the Ministry would get no extra cash to compensate for any relatively faster rise in weapon prices.

One could have rival groups competing to run regional electricity networks, regional gas boards, and competing against each other for the franchises."

Dr Owen urges the creation of "a small ministry for competition to bust open private and public cartels and monopolies. We should see the demerging of large private corporations, the curtailing of the powers of the multinationals, and the disaggregation of the public sector as part of a strategy which includes privatisation."

Most of the issues which will come before the "Star Chamber" are those which are thought to involve general or political principles which have implications for the pattern of spending right through to 1986-87.

The Treasury has suggested that part of the cost of maintaining a garrison on the Falkland Islands should be counted within the 3 per cent Nato commitment

Vital decision today in Telecom dispute

BY BRIAN GROOM, LABOUR STAFF

THE POST OFFICE Engineering Union's privatisation dispute will reach a critical phase today if British Telecom (BT) goes ahead with a threat to dismiss 19 London area telephone engineers who have refused to work as directed.

The union's executive will meet today to discuss the outcome of efforts to avert a clash over the issue. By midday it expects to hear BT's response to representations made last week.

The 19 have twice refused management instructions to do the work of striking colleagues - the second time after signing a pledge to work as directed.

The union now has more than 2,000 members on strike or suspended for refusing to work at central London locations, including the international telephone and telex exchanges. It disputes BT's claims that services to customers are being maintained.

Further industrial action, possibly this week, is expected by telephone operators in the Union of Communication Workers. Some of these in central London struck for 24 hours on Friday.

Today the union executive will also consider the impact of its court victory against the attempt by Mercury, the private telephone net-

work, to get industrial action lifted. Mercury is expected to appeal against the High Court judgment. This is likely to be heard in a few weeks. The Government is expected to await the final outcome of the case before responding to appeals from such bodies as the Institute of Directors to tighten the 1982 Employment Act.

Trade unions may also take a cautious view of the Mercury ruling. Although it would allow them to take industrial action legally in similar circumstances, these may not always apply.

The National Union of Railwaymen (NUR) faces a tricky decision over whether to block the laying of Mercury cables beside railway tracks when the private network expands into the provinces.

Its own campaign against privatisation could be undermined if the NUR refuses to help other unions out, but, unlike the Post Office union in the Mercury case, this work would provide jobs for its members rather than take them away.

Meanwhile, the six unions representing British Telecom workers will step up their campaign against privatisation today by claiming that the Government's flotation of shares is a threat to the defence of the realm.

The association said: "If, as has been suggested by recent research, low-tar cigarettes are half as harmful as high-tar cigarettes, the logical conclusion is that advertising bans achieve precisely the opposite effects to those intended by those who campaign for bans."

The association also says that per-capita cigarette consumption has grown substantially in countries such as Thailand, Taiwan, Iceland and Singapore, where advertising bans have existed for many years. In contrast, cigarette consumption has fallen in the UK, where advertising is allowed.

Advertising and Cigarette Consumption: Ed, from Publications Department, the Advertising Association, Abbott House, W5 Wilton Road, London SW1V.

Fresh argument on low-tar cigarettes

By Lisa Wood

THE CONTROVERSY over advertising and cigarette advertising was fuelled with the publication yesterday of new research on the issue by the Advertising Association, which represents advertisers, agencies and the media.

The research is on the penetration of low-tar cigarettes, which are allegedly less harmful to health than high-tar cigarettes, in countries with and without advertising bans, and on the effects of advertising bans in countries where such bans exist.

His theme is the need: "...to use the term 'market' openly and unashamedly. Britain cannot recover its economic strength without a far stronger emphasis on winning markets and without a clearer recognition of the commercial and competitive imperatives on which our prosperity depends."

The SDP support for decentrationalisation is defined as: "An endorsement of the market mechanism, which is in a sense a continuous recession."

At a press discussion of his article last week, Dr Owen denied that he had moved to the right. He pointed out that some of his ideas reflected the original founding aims of the SDP and could also be seen in the work of leading Liberals like Lord Grimond and Mr John Pardoe.

Dr Owen refused to accept the conventional labelling of left/right, which, he said, had been made meaningless by the shift in Labour's position.

Dr Owen is none the less very much leading his party, rather than following its consensus. There has been very little discussion by the party's ruling committees of his new emphasis and some Social Democrats and Liberals are unhappy about this change.

Owen expands on shift in economic policy emphasis

BY PETER RIDDELL, POLITICAL EDITOR

A RENEWED commitment to the social market economy and to the breaking up of private and public-sector monopolies is made today by Dr David Owen, leader of the Social Democratic Party.

Dr Owen gives details of the shift in policy emphasis, which he outlined during his speech to the SDP conference in Salford, Manchester, last month, in a 5,000-word article in Economic Affairs, the redesigned successor to the Journal of Economic Affairs, published by Longman and the free-market Institute of Economic Affairs.

"In public services where revenue can be raised through charges - telephones, post, gas, electricity, rail, water - the monopoly cannot easily be broken. If the unions will not accept agreements covering comparability, arbitration and no-strike provisions, smaller autonomous managerial units, more co-operatives and the widespread use of franchising will become inevitable."

"But disaggregation of national wage-bargaining procedures will only help if there is a decentralised employing authority with the ability to fix prices and wages. There is already a case for autonomous, all-purpose regional electricity authorities for England, as in Scotland, for regional autonomy for the gas industry and, perhaps more controversially, the railways."

Dr Owen suggests the more general development of franchising.

"The private provision of hitherto publicly provided goods and services, subject to official contractual licensing or regulatory requirements, opens up a host of possibilities, even in the natural monopoly areas, as alternatives to nationalisation on the one hand and/or large, private monopolies on the other."

Construction orders continue to advance

BY IVO DAWNEY

THE AUGUST figures for new construction orders, show a continued improvement on last year but little evidence of the rapid growth seen in the spring and early summer.

Private sector housing orders - the major impetus behind the building industry over the last two years - dropped from £254m (£380.6m) in July to £231m at seasonal adjusted constant 1980 prices. Industry observers claim the hot weather was a major factor behind the figure, which, though 21 per cent higher than the same three months last year, is 15 per cent lower than the previous three-month period.

The surprise result came in public sector housing orders, up 13 per cent in June to August 1983 against the previous three-month period and 2 per cent higher than the same period last year. But analysis believes the Government's new moves to restrict public sector capital spending will drastically reduce

National Savings pour in

By Clive Wolman,
Savings Correspondent

THE POPULARITY of the 26th issue of National Savings certificates produced a rapid inflow of money last month. The Government's total receipts from National Savings reached £333m, the highest monthly figure this financial year, according to statistics released yesterday.

This contrasts with net receipts of only £147m in July shortly before the 25th issue, which yielded 1.5 per cent per year, was withdrawn. The 26th issue which yields 8.25 per cent tax-free if held for five years, produced receipts of £176m in September, following its mid-August launch.

A new certificate issue traditionally attracts a major inflow in its first few weeks as high rate taxpayers use up their £5,000 quotas, the maximum permitted individual holding of an issue.

A total of £80.8m of National Savings income bonds were sold in September, up from £62m in August, thanks to a 1/4 per cent increase in the interest rate they offer.

Withdrawals from index-linked issues, whose popularity has sagged during the last year with low inflation, slowed down in September. However, after the 2.4 per cent bonus is paid at the end of this month, withdrawals are expected to accelerate once more.

The total government receipts from National Savings in the first six months of the financial year to September have reached £1.5bn, which is broadly in line with the £2bn target set by the Treasury for the year.

The recent upsurge in savings has come despite the massive inflow of funds since July to the building societies, the main rivals to National Savings. Government sales of gilt-edged securities in September were also at their highest for more than a year.

The recent increase in savings is not the product of greater thrift, as consumer spending has also shot up during the last two months. It is more the consequence of the overshooting of government expenditure since April which has pumped more money into the economy.

Engineering industry's export orders drop

BY ANDREW FISHER

NEW EXPORT orders for the engineering industry fell sharply in the three months to July, from the unusually high level in the previous three months, but home orders showed sizeable rises.

Export orders in the instrument and electrical engineering sector were down by 32 per cent, while those for mechanical engineering companies were 19.5 per cent lower.

This left the overall export order position for combined engineering 26 per cent lower during the three months. Actual export sales in the period were 2.5 per cent higher for instrument and electrical engineering and 3.5 per cent down for mechanical engineering.

In the home market, according to Department of Trade and Industry figures, new orders on the instrument and electrical engineering side rose by 20 per cent.

There was a gentler 7.5 per cent increase in mechanical engineering, to leave the rise for combined

engineering at 14.5 per cent. Home sales in the instrument and electrical sector were 5 per cent higher, but 3 per cent lower in the previous three months, but home orders showed sizeable rises.

While total new orders for instrument and electrical engineering equipment rose 4.5 per cent, a fall in mechanical engineering left the combined engineering figure only 2 per cent higher, the same rise recorded for sales.

Separate figures for machine tools showed a rise in export orders in July compared with the previous two months, which more than offset the slight fall in home orders. Total new orders in the May to July period, however, were still 14.5 per cent down on the preceding three months.

Total machine tool sales were down by the same percentage. With monthly sales generally remaining above the level of new orders, orders in hand had dropped by 7.5 per cent by the end of July.

Caledonian Girls. Non-stop to Atlanta.

We fly non-stop to Atlanta. But it doesn't stop there.

Our connections with Eastern Airlines mean we can fly you onwards to over 70 destinations in the USA.

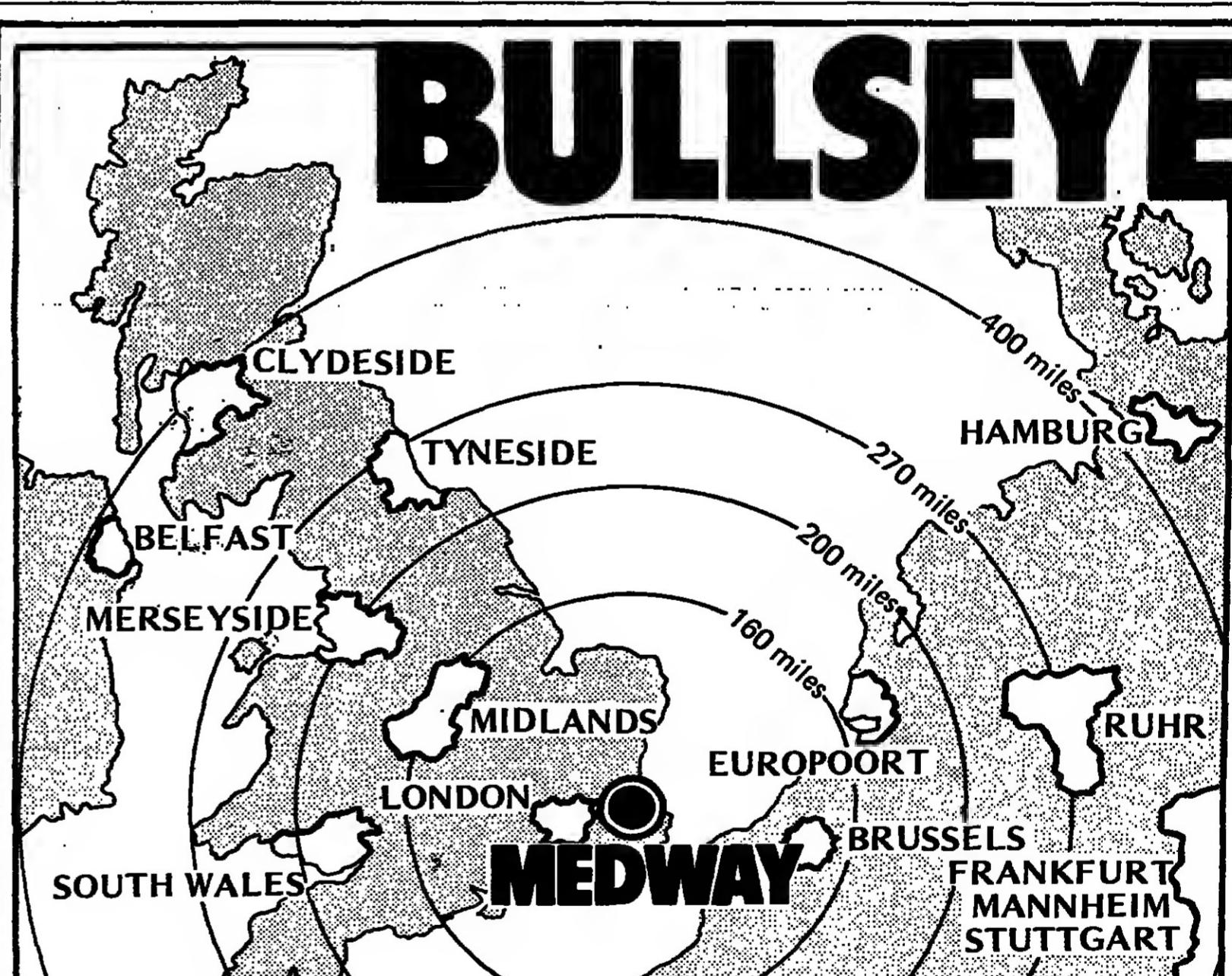
Next time you have business in the States, make it your business to fly British Caledonian.

For further details contact your travel agent or call British Caledonian on 01-668 4222.

We never forget you have a choice.



British Caledonian



- Ideally located for the UK's largest markets - London and the South East.
- Well placed with passenger and freight ports for Europe.
- Good motorway and rail links to London, international airports and the coast.
- Local executive airport for international connections.
- Large, young, skilled labour force.
- Excellent labour and industrial relations.
- Set in the beautiful Kent countryside with dozens of Yacht Marinas, Water Skiing, Golf and other leisure facilities.
- Reasonably priced land, premises and housing.
- Enterprise Zone benefits on designated sites - Autumn 1983.

David Homewood
Medway Development Office
Mountbatten House
28 Military Road
Chatham, Kent ME4 4JE
Telephone: (0634) 826233

Roy Foster
Gillingham Borough Council
Municipal Buildings
Canterbury Street
Gillingham, Kent ME7 5LA
Telephone: (0634) 50021



Adrien Whittaker
Gravesend Borough Council
Civic Centre
Windmill Street
Gravesend, Kent DA12 1AU
Telephone: (0474) 64422

Gilbert Johnson
Swale Borough Council
Council Offices
Central Avenue
Sittingbourne, Kent ME10 4NT
Telephone: (0795) 24381

TYNDALL BANK STERLING MONEY FUND

**9%* on deposit and
write your own cheques**

(Annualised compound equivalent 9.30%)

Designed to suit the special needs of British expatriates and overseas residents, the Tyndall Bank Sterling Money Fund is a unique high interest deposit account with a cheque book.

Expatriates benefit from rates of interest normally only available to major investors in the money market and keep their funds immediately accessible.

Interest is paid gross without deduction of tax.

Consider the following advantages:

- Deposits are placed with H.M. Treasury, recognised banks, their wholly owned subsidiaries and selected local authorities - assets of the highest calibre. So you get high rates of interest and the highest security.
- The convenience of a cheque book gives you access to your funds at all times. Use it to pay school fees, for instance, or to transfer to your current account.
- Interest credited four times a year means an even higher return because the interest itself earns interest for you. So the current rate, if maintained, equals 9.30%.
- No reports are made to any government authority, for non-residents of the Isle of Man.

Tyndall Bank (Isle of Man) Limited is licensed under the Manx Banking Act 1975. The Tyndall Group is one of the major financial institutions in the United Kingdom, being part of Globe Investment Trust P.L.C. whose funds total approximately £1000 million.

*Rate at time of going to press. Current rate published daily in the Financial Times. Minimum opening deposit £2,500. Regular savings from £100 per month. Send off now for a booklet and application form by completing the coupon below.

— Tyndall Bank (Isle of Man) Limited —

30 Athol Street, Douglas, Isle of Man Telephone: (0624) 29201 Telex: 628732

Please send me full details of the Tyndall Bank Sterling Money Fund.

NAME _____

ADDRESS _____

FTP/Oct/83

HIGH COMPETENCE



AIR FRANCE AIRCRAFT MAINTENANCE.
IN THE AIR FRANCE MAINTENANCE HANGARS, EACH AIRPLANE FOLLOWS A REGULAR, COMPLETE INSPECTION PROGRAM, A CHECK-UP SYSTEM THAT'S SO THOROUGH, SEVERAL INTERNATIONAL AIRLINES HAVE ENTRUSTED US WITH THE MAINTENANCE OF THEIR OWN AIRCRAFT.

THIS TECHNICAL SKILL IS JUST ANOTHER EXAMPLE OF THE HIGH LEVEL OF COMPETENCE YOU FIND WHEN YOU FLY AIR FRANCE.

AIR FRANCE WE'RE AIMING EVEN HIGHER

Civil Service cuts on target

By Robin Pauley

THE CIVIL Service is now down to its smallest size for 20 years, and the Government appears likely to achieve its target of 630,000 civil servants, the smallest number since the war, by next April.

By April 1983, there were 649,000 civil servants, a reduction of 94,000 or 11 per cent since the Conservative Government took office in 1979, according to the Civil Service Statistics 1983, published by the Treasury yesterday.

The largest cuts since 1979 have been at the Ministry of Defence, down 38,400 to 210,165, the Environment Department, down 15,000, and the Inland Revenue, down 11,500.

Not all cuts are actual jobs abolished; some are transfers to the private sector through privatisation of some departmental services.

Some departments have increased their numbers, notably the Employment Department, which has increased by 6,800 since 1979, and the Home Office, which has increased by a net 1,481, mainly because 1,900 extra prison officers have been employed since then.

Most of the reductions have come about through natural wastage, early retirement and voluntary redundancy, although 8,000 industrial civil servants and 2,500 non-industrial staff have been made compulsorily redundant.

Since 1979, there has been a net decrease of 47,500 non-industrial staff and 36,700 industrial.

In recent years, nearly twice as many women as men have been recruited to the civil service, and about 47 per cent of all non-industrial civil servants are now women.

MORE PIT CLOSURES POSSIBLE

MacGregor warns against ban

BY BRIAN GROOM, LABOUR STAFF

MR IAN MACGREGOR, National Coal Board chairman, yesterday delivered a stern warning of further pit closures and told miners that their overtime ban following the NCB's 5.2 per cent pay offer would hurt only themselves.

In an address to the National Union of Mineworkers' white-collar section at Wallsend in the northeast of England, Mr MacGregor said the industry had to produce cheaper coal from more modern pits and bring output into line with sales.

A start had been made by "getting out of hopeless places" which would never contribute to coal's prosperity, but the industry's prospects were being damaged by huge losses still coming from a small part of the business.

Much of the £800m aid from the taxpayer last year subsidised losses at collieries "where the only pros-

pect, apart from closures, is to go on pouring away good money in order to pile up coal on the surface for which there is no customer."

Mr MacGregor denied, however, that the NCB was running down the industry. It would invest more than £700m this year and was creating new, efficient capacity faster than pits were being closed.

Since 1974, closures had cut capacity by 10.7m tonnes, but 54.2m tonnes of new investment had brought 7.1m tonnes of new capacity into operation with another 25m tonnes in the pipeline for completion over four to five years.

He warned that some miners would lose £40 a week because of the NUM overtime ban, due to start next Monday, but it would not affect the industry's need to balance output against what customers would buy.

"The confidence of our customers

and potential customers in coal as a long-term supplier of energy is bound to be shaken (by the ban) at a time when we are fighting for the size of our business," he said.

However, record coal stocks of more than 50m tonnes equalled half a year's output. "It will take years to bring our stocks back to manageable levels, overtime ban or no," Mr MacGregor said.

He said the 5.2 per cent wage offer on basic rates was a fair one and was only possible because of efficiency improvements. There was the chance, through the productivity scheme, to increase earnings further, he claimed.

Mr MacGregor said productivity, measured by output per man shift for all employees, was running at record levels and still rising of between 4.7 per cent compared with last year.

He claimed that miners were still

top of the earnings league for large industry groupings, as shown by the Government's recently published New Earnings Survey, and that their average earnings were more than 25 per cent higher than the average for manufacturing industry.

The NUM's own wages league, comprised of smaller groups, puts them 45th. Mr Arthur Scargill, NUM president, claims the pay offer will add less than 3 per cent to the industry's wage bill, and it seems likely to add no more than about 3.5 per cent to average earnings.

The New Earnings Survey figures show that faceworkers' earnings increased by only 3.6 per cent last year, and those of surface workers by 3.1 per cent with groups such as steel, gas and power workers closing the gap with the miners.

Nuclear waste sites announced this week

BY DAVID FISHLOCK, SCIENCE EDITOR

TWO POTENTIAL new sites for the disposal of radioactive wastes, one in the south and one in the north of England, are expected to be announced by the Government with Parliament reassembled this week.

The Government expects to hold separate public inquiries in the mid-1980s into the suitability of each site.

The two sites, one for very slightly contaminated waste and the other for more radioactive materials, have been closed from a list of about 150 potential sites offered by the nuclear industry and private organisations.

The sites have been made available by ICI on Teesside, and by the Central Electricity Generating Board on land it owns in the south of England.

Both sites will require a nuclear

licence before they can be used to dispose of radioactively contaminated materials from the nuclear industry.

The Government expects to hold separate public inquiries in the mid-1980s into the suitability of each site.

The two sites, one for very slightly contaminated waste and the other for more radioactive materials, have been closed from a list of about 150 potential sites offered by the nuclear industry and private organisations.

The initial list was reduced to a short list of about sites by Nirex, the nuclear industry waste management executive, a new body set up by the British nuclear industry.

It makes scathing comments on the barriers to trade in the Community and says bluntly: "Trade is not yet free - the Community is not a Common Market." It calls on the Government to work for the removal of non-tariff barriers.

EEC had 'modest' effect on industry

BY JOHN HUNT

THE EFFECTS of EEC membership on Britain's industry and trade have been modest compared with the original "inflated expectations", according to a report prepared by the European Communities Committee of the House of Lords.

However, the committee is convinced that membership has helped sustain the UK's trade and industrial activity during the recent difficult years.

It believes Britain's economy is now inextricably involved with the Community and that withdrawal would have serious consequences.

The report, to be debated next month, concludes that membership has encouraged foreign direct investment in Britain, particularly

from the U.S. and Japan. Britain's own domestic investment has probably been encouraged but, on balance, British investment in the Community has been reduced.

Taking evidence from a wide range of interests it found a striking degree of unanimity on the importance of Britain remaining in the Community. "Quite simply, membership is regarded as essential to the future well-being of British industry," it says.

It makes scathing comments on the barriers to trade in the Community and says bluntly: "Trade is not yet free - the Community is not a Common Market." It calls on the Government to work for the removal of non-tariff barriers.

Protests over pasta dumping

BY ANDREW FISHER, SHIPPING CORRESPONDENT

WORKERS at a small Scottish shipyard have promised to work their normal holiday periods, if necessary, in a "positive offer of flexibility" aimed at helping to win much-needed new orders.

The privately-owned Campbeltown Shipyard on the Mull of Kintyre in western Scotland is building two steel-hulled fishing boats worth more than £600,000 each. But it is desperate for more work to keep its 81-strong workforce busy.

A spokesman for the Ministry of Agriculture says that complaints have been lodged with the EEC in Brussels over the level of offer prices for Greek pasta delivered in the UK.

Pledge by shipyard men

MAJOR SHIPPING CONFERENCE & EXHIBITION

MONACO

4-6 December

1983

EUROSHIP '83

The EEC's Maritime Requirements for the 1990s
Sponsored by the Institute of Marine Engineers & the EEC

For further details contact:
Mrs Kim Jones on London 01-681 9463 - Telex: 686841

Patron:
HSH PRINCE RAINIER

From Caracas To Cape Horn.



Johnnie Walker Red Label
THE CLASSIC SCOTCH WHISKY ANYWHERE

مكتبة الأعلى

UK NEWS

Unemployment 'no guarantee of industrial peace'

BY BRIAN GROOM, LABOUR STAFF

A CONTINUATION of high unemployment when Britain comes out of recession will not guarantee industrial peace, Mr Pat Lowry, chairman of the Advisory, Conciliation and Arbitration Service, has warned. Its impact on labour relations would diminish because the numbers already out of work had less effect than the fear of fresh redundancies.

"We shall get accustomed to the numbers unemployed," he told the Institute of Personnel Management's conference at Harrogate, Yorkshire. It would, however, continue to affect issues such as the union pressure for shorter working hours.

Mr Lowry said the challenge to management was: "To provide the organisational structure and industrial relations framework within which the energies of a new generation of managers can be released, to provide motivation and leadership which are not based on either employee fear or the alienation of trades unions as an act of deliberate policy."

Improving industrial relations

were difficult against a background of social and economic divisions. He warned the Labour Party that simply to repeat all the present administration's above line would mean that stability in industrial relations would continue to elude Britain.

"We are unique among industrial countries in our apparent determination to base up our industrial relations system on the rocks and replace it with another," he said.

But he pointed out that many managers doubted the effectiveness of the Conservative Government's legislation, and said the central problems of industrial relations - improving productivity at work - were outside the scope of the law.

Mr Lowry said he had come across only one instance of a company and local trade officials agreeing to hold a closed shop ballot under the 1980 Employment Act - a requirement from November 1984. Many companies appeared to be ignoring the issue in the hope that it would go away, or were prepared to meet any damages awarded against them in closed shop cases.

Jobs for the young 'through reflation'

BY ALAN PIKE, INDUSTRIAL CORRESPONDENT

YOUTH UNEMPLOYMENT is a prospect of getting one in a society where employment is still the commonly accepted measure of a person's value can be intense.

Youthaid rejects arguments that young people have pressed themselves out of work, saying the relative level of youth wages has remained virtually constant, while unemployment has soared.

The paper sets itself the task of dispelling the view that high unemployment is unavoidable and attempts to create "a new atmosphere of public opinion in which no political party will be able to govern without a genuine commitment to create the jobs that are so desperately needed."

Youthaid stresses that young people are not immune from the worst consequences of unemployment. The most important single margin was poverty but "the sense of rejection felt by a young person who has never had a proper job and sees no

prospect of getting one in a society where employment is still the commonly accepted measure of a person's value can be intense."

CBI rejects EEC shorter week plan

BY OUR INDUSTRIAL CORRESPONDENT

THE UK GOVERNMENT has been urged by the Confederation of British Industry (CBI) to block EEC plans for a reduction in working hours.

Members of the CBI council unanimously rejected the contents of an EEC Commission draft recommendation which proposes substantial reductions in working time and limitations on overtime.

Sir Terence Beeston, director general, said that the EEC document omitted any reference to the crucial issue of reductions in pay in return for reductions in working hours.

"Such a reference was in earlier drafts but has now been massaged out."

The time for Europe to switch to a shorter working week would be after Japan and other Far Eastern countries had done so and not before, he said. There was an "orchestrated campaign" in progress for the 35-hour week, which, if it suc-

ceeded, would not create jobs but put them at risk.

In the CBI's view marginal reductions in working time cannot be pieced together to form new jobs.

The CBI believe that the adoption of a 35-hour week would create significant skill mismatches and merely reduce competitiveness.

Yesterday's council meeting also debated the volatility of exchange rates, raising again the question of whether sterling should be included in the European Monetary System.

Although the CBI Committee has favoured such a move, its Economic Committee has taken a contrary view.

Consultation among members in the regions has been against sterling entering EMS and this view was confirmed by a majority vote at yesterday's council.

Sir Campbell Fraser, the president,

said the CBI did not feel the time was ripe for Britain to become a full EMS member.

Yesterdays' council meeting also debated the volatility of exchange rates, raising again the question of whether sterling should be included in the European Monetary System.

Although the CBI Committee has favoured such a move, its Economic Committee has taken a contrary view.

Consultation among members in the regions has been against

sterling entering EMS and this view was confirmed by a majority vote at yesterday's council.

Sir Campbell Fraser, the president,

said the CBI did not feel the time

was ripe for Britain to become a full EMS member.

Yesterdays' council meeting also debated the volatility of exchange rates, raising again the question of whether sterling should be included in the European Monetary System.

Although the CBI Committee has favoured such a move, its Economic Committee has taken a contrary view.

Consultation among members in the regions has been against

sterling entering EMS and this view was confirmed by a majority vote at yesterday's council.

Sir Campbell Fraser, the president,

said the CBI did not feel the time

was ripe for Britain to become a full EMS member.

Yesterdays' council meeting also debated the volatility of exchange rates, raising again the question of whether sterling should be included in the European Monetary System.

Although the CBI Committee has favoured such a move, its Economic Committee has taken a contrary view.

Consultation among members in the regions has been against

sterling entering EMS and this view was confirmed by a majority vote at yesterday's council.

Sir Campbell Fraser, the president,

said the CBI did not feel the time

was ripe for Britain to become a full EMS member.

Yesterdays' council meeting also debated the volatility of exchange rates, raising again the question of whether sterling should be included in the European Monetary System.

Although the CBI Committee has favoured such a move, its Economic Committee has taken a contrary view.

Consultation among members in the regions has been against

sterling entering EMS and this view was confirmed by a majority vote at yesterday's council.

Sir Campbell Fraser, the president,

said the CBI did not feel the time

was ripe for Britain to become a full EMS member.

Yesterdays' council meeting also debated the volatility of exchange rates, raising again the question of whether sterling should be included in the European Monetary System.

Although the CBI Committee has favoured such a move, its Economic Committee has taken a contrary view.

Consultation among members in the regions has been against

sterling entering EMS and this view was confirmed by a majority vote at yesterday's council.

Sir Campbell Fraser, the president,

said the CBI did not feel the time

was ripe for Britain to become a full EMS member.

Yesterdays' council meeting also debated the volatility of exchange rates, raising again the question of whether sterling should be included in the European Monetary System.

Although the CBI Committee has favoured such a move, its Economic Committee has taken a contrary view.

Consultation among members in the regions has been against

sterling entering EMS and this view was confirmed by a majority vote at yesterday's council.

Sir Campbell Fraser, the president,

said the CBI did not feel the time

was ripe for Britain to become a full EMS member.

Yesterdays' council meeting also debated the volatility of exchange rates, raising again the question of whether sterling should be included in the European Monetary System.

Although the CBI Committee has favoured such a move, its Economic Committee has taken a contrary view.

Consultation among members in the regions has been against

sterling entering EMS and this view was confirmed by a majority vote at yesterday's council.

Sir Campbell Fraser, the president,

said the CBI did not feel the time

was ripe for Britain to become a full EMS member.

Yesterdays' council meeting also debated the volatility of exchange rates, raising again the question of whether sterling should be included in the European Monetary System.

Although the CBI Committee has favoured such a move, its Economic Committee has taken a contrary view.

Consultation among members in the regions has been against

sterling entering EMS and this view was confirmed by a majority vote at yesterday's council.

Sir Campbell Fraser, the president,

said the CBI did not feel the time

was ripe for Britain to become a full EMS member.

Yesterdays' council meeting also debated the volatility of exchange rates, raising again the question of whether sterling should be included in the European Monetary System.

Although the CBI Committee has favoured such a move, its Economic Committee has taken a contrary view.

Consultation among members in the regions has been against

sterling entering EMS and this view was confirmed by a majority vote at yesterday's council.

Sir Campbell Fraser, the president,

said the CBI did not feel the time

was ripe for Britain to become a full EMS member.

Yesterdays' council meeting also debated the volatility of exchange rates, raising again the question of whether sterling should be included in the European Monetary System.

Although the CBI Committee has favoured such a move, its Economic Committee has taken a contrary view.

Consultation among members in the regions has been against

sterling entering EMS and this view was confirmed by a majority vote at yesterday's council.

Sir Campbell Fraser, the president,

said the CBI did not feel the time

was ripe for Britain to become a full EMS member.

Yesterdays' council meeting also debated the volatility of exchange rates, raising again the question of whether sterling should be included in the European Monetary System.

Although the CBI Committee has favoured such a move, its Economic Committee has taken a contrary view.

Consultation among members in the regions has been against

sterling entering EMS and this view was confirmed by a majority vote at yesterday's council.

Sir Campbell Fraser, the president,

said the CBI did not feel the time

was ripe for Britain to become a full EMS member.

Yesterdays' council meeting also debated the volatility of exchange rates, raising again the question of whether sterling should be included in the European Monetary System.

Although the CBI Committee has favoured such a move, its Economic Committee has taken a contrary view.

Consultation among members in the regions has been against

sterling entering EMS and this view was confirmed by a majority vote at yesterday's council.

Sir Campbell Fraser, the president,

said the CBI did not feel the time

was ripe for Britain to become a full EMS member.

Yesterdays' council meeting also debated the volatility of exchange rates, raising again the question of whether sterling should be included in the European Monetary System.

Although the CBI Committee has favoured such a move, its Economic Committee has taken a contrary view.

Consultation among members in the regions has been against

sterling entering EMS and this view was confirmed by a majority vote at yesterday's council.

Sir Campbell Fraser, the president,

said the CBI did not feel the time

was ripe for Britain to become a full EMS member.

Yesterdays' council meeting also debated the volatility of exchange rates, raising again the question of whether sterling should be included in the European Monetary System.

Although the CBI Committee has favoured such a move, its Economic Committee has taken a contrary view.

Consultation among members in the regions has been against

sterling entering EMS and this view was confirmed by a majority vote at yesterday's council.

Sir Campbell Fraser, the president,

said the CBI did not feel the time

was ripe for Britain to become a full EMS member.

Yesterdays' council meeting also debated the volatility of exchange rates, raising again the question of whether sterling should be included in the European Monetary System.

Although the CBI Committee has favoured such a move, its Economic Committee has taken a contrary view.

Consultation among members in the regions has been against

sterling entering EMS and this view was confirmed by a majority vote at yesterday's council.

Sir Campbell Fraser, the president,

said the CBI did not feel the time

was ripe for Britain to become a full EMS member.

Yesterdays' council meeting also debated the volatility of exchange rates, raising again the question of whether sterling should be included in the European Monetary System.

Although the CBI Committee has favoured such a move, its Economic Committee has taken a contrary view.

Consultation among members in the regions has been against

sterling entering EMS and this view was confirmed by a majority vote at yesterday's council.

Sir Campbell Fraser, the president,

said the CBI did not feel the time

was ripe for Britain to become a full EMS member.

Yesterdays' council meeting also debated the volatility of exchange rates, raising again the question of whether sterling should be included in the European Monetary System.

Although the CBI Committee has favoured such a move, its Economic Committee has taken a contrary view.

Consultation among members in the regions has been against

sterling entering EMS and this view was confirmed by a majority vote at yesterday's council.

Sir Campbell Fraser, the president,

said the CBI did not feel the time

K NEWS
Employing
Guarantees
Trial Pea

Financial Times Monday October 24 1983

11

UK NEWS

Big increase in business at county courts

By A. H. Hermans,
Legal Correspondent

A SUBSTANTIAL decrease in the number of proceedings began in the Queen's Bench division of the High Court last year and an even greater increase in the number of cases brought to the county courts are revealed in the latest judicial statistics.

Last year 164,396 cases began in the High Court, compared with 182,620 in 1981 and the number of cases heard in the county courts rose to 2,048,568 from 1,849,280. The change is partly due to the recent rise in the jurisdictional limit of county courts to £5,000 and £15,000 for certain business.

For criminal cases the number of committals for trial to crown courts rose to 67,590 (60,539 in 1981) and the courts disposed of 68,186 (61,914) during the year.

The statistics are incomplete, reporting only the business of courts administered by the Lord Chancellor. This leaves out all magistrates' courts, which are administered by the Home Office, as well as many tribunals.

A total of 77 justices of the High Court, 339 circuit judges and 456 recorders sat almost 100,000 days in court in 1982. Even so, they dealt only with the tip of the iceberg as most actions brought were settled or given up before they came to a trial.

For example, in the Queen's Bench, where 164,396 writs were issued in 1982, 70,743 cases were disposed of by a judgment without trial—and only when not defended—and only 12,716 were set down for trial.

At this stage the majority were again withdrawn—only 4,399 cases ended with a judgment after trial.

The use of courts as a threat and a sort of debt collecting agency is even more evident from the county court statistics. Of the 2.3m cases brought there, 2m were "money plaintiffs" and of these 40 per cent for sums of £100 or less.

Judicial Statistics Cmnd. 9065

SO pp.105 £9.10.

INSURANCE

Aiming to get better value from trade associations

By ERIC SHORT

INSURANCE companies represent one of the largest service industries in the UK, controlling assets in excess of £100bn and with an annual premium income well in excess of £20bn.

The insurance company trade associations, housed in Alderman House of Cheshire and the adjacent Calico House in the City of London have also grown to a size befitting the industry they represent.

There are now 10 organisations representing various sectors of the insurance industry, almost all of them housed within Alderman House. They range from the British Insurance Association (BIA) and the Life Offices Association (LOA) to the Re-insurance Offices Association.

They occupy over 50,000 sq ft of prime office space, employ 320 staff and have an annual budget in excess of £9m, of which Alderman and Calico House rents account for £1.7m.

In addition, insurance company executives spend an estimated 15,000 days a year on the work of the associations.

There is a growing feeling among the insurance company members that they are not getting paid for money.

Various internal working parties have been looking at ways of effecting economies and of streamlining the decision-making process on important issues.

In particular there is a strong feeling that the industry is fragmented on many important issues and that it does at times lack an effective spokesman to represent the industry to the Government and the public.

This has been conceded, especially in recent years, by the industry has not been able to agree on a major advertising campaign, nor on a central agency for handling complaints from the public.

The result was that the BIA hired PA Management Consultants to review the structure and consider possible alternatives. Its interim report, which was confidential, was ready in July, but is only just appearing in the media.

Since the report states that

one of the priority functions of any association is to represent the industry and its members to the Government, politicians and the public, it seems strange that discussions should be shrouded in secrecy.

PA Management sets out various alternatives for members to consider. They range from maintaining the status quo to having one single fully-integrated organisation under a chief executive covering all functions.

No self-respecting association or organisation these days is without a director-general at its head. The PA Management report does not stray from this established course and recommends that any new structure should have a director-general.

Instead of a forced personality, something is said that the insurance industry's message at every conceivable opportunity.

PA Management recommends that the director-general's function would be to head the staff rather than to be such a spokesman.

Indeed ASLO, which is unique in that it is an association of the chief executives of Scottish life companies, and is based in Edinburgh, has said that whatever happens in London, it will continue as before and will not be subordinate to any London-based association.

The timetable is that the associations should decide in principle on what lines the reorganisation should proceed along, as well as set up an action group with PA Management as advisers, to produce detailed proposals.

Life companies, which may object strongly to the proposed reorganisation, may be tempted, at the last resort, to go outside the main association to one or other of the two life associations that operate independently from Alderman House—the Life Insurance Association and the Linked Life Assurance Group.

The opposition comes from the

pure or mainly life companies where their work involves them closely with the life associations, but much less so with the BIA.

They claim that the LOA, the Industrial Life Offices Association and the Associated Scottish Life Offices have a completely democratic structure where every member company can express views and influence policy decisions.

They claim that the same cannot be said for the BIA where it is argued that the major composite companies dominate.

They want to maintain the present set-up where the life associations operate quite autonomously from the others. They also feel that the current life association framework is quite satisfactory, though say there is room for rationalisation.

These companies have very little interest in what the BIA does.

They want effectively two separate organisations.

Indeed ASLO, which is unique in that it is an association of the chief executives of Scottish life companies, and is based in Edinburgh, has said that whatever happens in London, it will continue as before and will not be subordinate to any London-based association.

The timetable is that the associations should decide in principle on what lines the reorganisation should proceed along, as well as set up an action group with PA Management as advisers, to produce detailed proposals.

Life companies, which may object strongly to the proposed reorganisation, may be tempted, at the last resort, to go outside the main association to one or other of the two life associations that operate independently from Alderman House—the Life Insurance Association and the Linked Life Assurance Group.

The opposition comes from the

This announcement appears as a matter of record only.



International Bank for Reconstruction and Development

Dfls 300,000,000
8½ per cent. Dutch Guilder Bonds of 1983, due 1989/1993

Annual coupons November 15

Algemene Bank Nederland N.V.

Bank Mees & Hope NV
Rabobank Nederland
Pierson, Heldring & Pierson N.V.

Amsterdam-Rotterdam Bank N.V.
Banque de Paris et des Pays-Bas N.V.
Nederlandsche Middenstandsbank nv

Banque Nationale de Paris
Credit Suisse First Boston Limited
Deutsche Bank Aktiengesellschaft
Morgan Stanley International
Nomura International Limited
Orion Royal Bank Limited
Salomon Brothers International
Société Générale de Banque S.A.
Swiss Bank Corporation International Limited
S.G. Warburg & Co. Ltd.

October, 1983

What happens if your best customer's customer goes broke?

It is doubtful if you would even know. The impact is not on you, directly. It is on your customer's customer. How strong is his credit management, to withstand it?

The danger is only two stages away.

What happens if your best customer's customer goes broke?

You could know about this quite quickly. When your best customer gets short of cash - this begins to cost you money.

Suppose he normally has, say £60,000 outstanding. As things are today, this could easily creep up to £100,000 - so you have an extra £40,000 a year to finance.

What would your bank charge for this?

What happens if your best customer goes broke?

He might easily take you with him. The failure that cripples a company is more than a shock. Almost always, it is a surprise as well. This is why you didn't provide for it.

Don't be in any doubt - time and time again, this is exactly what happens.

Credit insurance stops it.

What happens if you go broke?

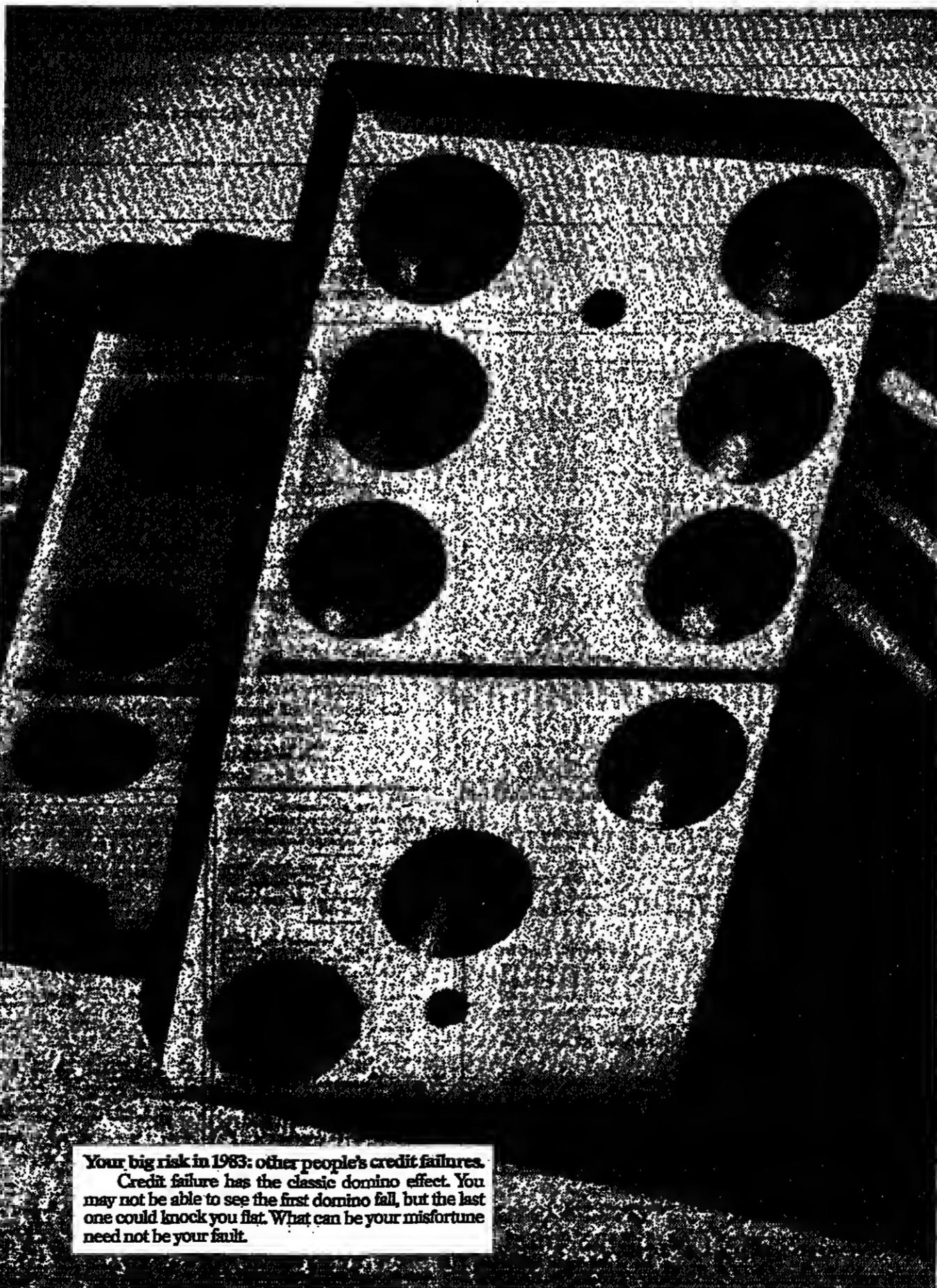
It is the longest, emptiest day of your life. At first, you can't believe it. Then, little by little, you have to.

One of the things hindsight will show you is the size of the risks you ran.

For instance, your Debtor Asset - the money other people owe you - is likely to be 40%, forty percent, of all your company's current assets.

Compare this with physical assets - raw materials, say, or finished goods. These are in your possession, under your control.

But which do you insure? And which is it safe to leave...uncovered? Today?



Your big risk in 1983: other people's credit failures. Credit failure has the classic domino effect. You may not be able to see the first domino fall, but the last one could knock you flat. What can be your misfortune need not be your fault.

Insure your credit with Trade Indemnity, and you can have a large, instantly liquid Bad Debt Reserve at known, tax-allowable cost; a second opinion, with millions of

money behind it, on every credit risk; smoother cash-flow; easier access to new finance. Trade Indemnity takes the big risk.

You don't.

Trade Indemnity Credit Insurance
TAKES THE RISK OUT OF CREDIT.

THIS YEAR,
PLEASE
GIVE A
LITTLE
MORE.



(This space has been generously donated)

Take the first step here and now! Ask your broker; ring 01-739 4311 and talk to Charles McCarter or send him this coupon straight away.

Trade Indemnity plc, Trade Indemnity House, 12-34 Great Eastern Street, LONDON EC2A 3AX. FT24/10/A

Please tell me what kind of service you could offer to my business.

NAME & POSITION _____

NATURE OF BUSINESS _____

COMPANY _____

ADDRESS _____

POSTCODE _____

REPUBLIC OF THE PHILIPPINES

Philippine National Oil Company

INVITATION FOR BIDS

PNOC Energy Development Corporation and PNOC Exploration Corporation—subsidiaries of the Philippine National Oil Company have received loans from the International Bank for Reconstruction and Development toward the cost of the Petroleum and Geochemical Exploration Projects and intend to apply the proceeds of these loans to eligible payments under the contracts for which this invitation to bid is issued.

Payment by the International Bank for Reconstruction and Development will be made only at the request of PNOC Energy Development Corporation or PNOC Exploration Corporation and upon approval by the International Bank for Reconstruction and Development in accordance with the terms and conditions of the Loan Agreement, and will be subject, in all respects, to the terms and conditions of that Agreement. Except as the bank may specifically otherwise agree, no party other than PNOC Energy Development Corporation or PNOC Exploration Corporation shall derive any rights from the Loan Agreement or have any claim to loan proceeds.

Sealed bids in quintuplicate and on the prescribed bidding form plainly marked with any of the following:

- " Bid No. EDC 10.01 — Supply and Delivery of Oilwell "G" Cement"
- " Bid No. EDC 10.02 — Supply and Delivery of Wellhead Assembly"
- " Bid No. EDC 10.03 — Supply and Delivery of Drilling Accessories"
- " Bid No. EDC 10.04 — Supply and Delivery of Rockbits"
- " Bid No. EDC 10.05 — Supply and Delivery of Steel Casings"
- " Bid No. EDC 10.06 — Supply and Delivery of Mud Chemicals"
- " Bid No. EC 10.01 — Supply and Delivery of Steel Casings"
- " Bid No. EC 10.02 — Supply and Delivery of Casing Accessories"
- " Bid No. EC 10.03 — Supply and Delivery of Stabilizers"
- " Bid No. EC 10.04 — Supply and Delivery of Mud Chemicals"

will be received at the PNOC Foreign Purchasing Office, Petrelli Bldg., 7901 Makati Avenue, Makati, Metro Manila, Philippines until 2.00 pm (Manila Time) on the following dates:

January 23, 1984 — Bid No. EDC 10.01
 January 24, 1984 — Bid No. EDC 10.02
 January 25, 1984 — Bid No. EDC 10.03
 January 26, 1984 — Bid No. EDC 10.04
 January 27, 1984 — Bid No. EDC 10.05
 January 30, 1984 — Bid No. EDC 10.06
 January 31, 1984 — Bid No. EC 10.01
 February 1, 1984 — Bid No. EC 10.02
 February 2, 1984 — Bid No. EC 10.03
 February 3, 1984 — Bid No. EC 10.04

and public opening shall be held immediately thereafter. Plans and specifications are available to interested bidders at the above-mentioned PNOC Foreign Purchasing Office starting November 21, 1983 between Monday to Friday from 8.00 am to 4.00 pm upon payment of Five Hundred Pesos (P500.00) per bid document which is not refundable.

Interested bidders who are not pre-qualified suppliers of PNOC as of the date of this invitation are required to submit company documents and information such as company brochures and annual reports together with the bids on the bid deadline. Forms for this purpose are available at PNOC Foreign Purchasing Office with bidding documents upon submission of a written request accompanied by a brief summary of the company profile.

Bids must be accompanied by a bid bond in the amount as follows:

- " Bid No. EDC 10.01 — US\$ 25,000.00
- " Bid No. EDC 10.02 — US\$ 35,000.00
- " Bid No. EDC 10.03 — US\$ 75,000.00
- " Bid No. EDC 10.04 — US\$ 55,000.00
- " Bid No. EDC 10.05 — US\$ 100,000.00
- " Bid No. EDC 10.06 — US\$ 60,000.00
- " Bid No. EC 10.01 — US\$ 30,000.00
- " Bid No. EC 10.02 — US\$ 2,000.00
- " Bid No. EC 10.03 — US\$ 6,000.00
- " Bid No. EC 10.04 — US\$ 27,000.00

In the forms acceptable to PNOC as per tender document.

PNOC reserves the right to reject any or all bids and/or accept any bid in full or in part without assigning any reason therefor.

For purposes of clarifying certain issues, a pre-bidding conference will be held at the PNOC Foreign Purchasing Office at 2.00 pm, December 8 and 9, 1983.

Address all communications to the PNOC Foreign Purchasing Manager at the previously-mentioned address. No questions on administrative and technical aspects shall be entertained later than twenty (20) days before bid closing date.

Foreign Purchasing
Philippine National Oil Company

Your legacy: A way of life.

Do you love the wide open spaces? Clean air? The beauty of nature? Are they a part of the legacy you have planned for your loved ones?

Owning a large piece of land in America is possibly the most important decision you will ever make. Not only will you enjoy the rare privilege and pleasure of owning a large spread of ranchland today, it can remain a private corner of America in the future history of your family. Forbes Wagon Creek Ranch is offering just 404 people the unusual opportunity to purchase a substantial tract of land right next to its gigantic Forbes Trinchera Ranch in southern Colorado.

Minimum-size family ranches are 40 acres, and vary up to 74 acres, with prices starting at \$30,000.

Here in the foothills of the magnificent Rocky Mountains,

with restricted access to more than 17,000 acres (over 26 square miles), you can hunt deer, elk, grouse, and all kinds of wild game in season. Or you can ski cross country, fish for trout, ride horseback, or just enjoy the breathtaking sunrises, sunsets, and the changing seasons in the shadow of one of Colorado's highest peaks, Mount Blanca.

This exclusive preserve is the perfect place for the outdoor-lover in you, and when passed on to your children, or your grandchildren, your ranchland bestows on your heirs the privilege of an unspoiled way of life. It's a very thoughtful way to shape the futures of those who will follow you.

For more information on how you can become a part of Forbes Magazine's private mountain hideaway, write or call for our full-color brochure.

FORBES WAGON CREEK RANCH
P. McCaldin/Forbes Europe Inc. Dept. B P.O. Box 86 London SW11 3UT, England 01-223-9066

Obtain the Property Report required by Federal law and read it before signing anything.
No Federal agency has judged the merits or value, if any, of this property. Equal Credit and Housing Opportunity.

THE WEEK IN THE COURTS

Filtering politics out of Mercury dispute

ONE JUDICIAL swallow does not make a summer of trade union immunity, although the decision of Mr Justice Mervyn Davies in *Mercury Communications Ltd v Stanley and another* does demonstrate how difficult it may be for the courts to disentangle genuine trade disputes between employer and employee from the undercurrents of political motivation of the employee's trade union officials.

There can be little doubt that the Government in framing the terms of the Employment Act 1982, expected that any union which ordered industrial action over anything other than wages and conditions of service involving anyone other than the direct employer would not be able to claim immunity from legal action.

More particularly, it was hoped that, even though the slightest hint of political motive would vitiate the limited immunity conferred on trade unions.

The Post Office Engineering Union had unquestionably conducted (and was continuing to conduct) a campaign against the plans of the Government to privatise and liberalise the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the loss of jobs. Hence there was a trade dispute between the engineers employed by BT, that the refusal was a protest at the connection to Mercury would lead to Mercury (and other companies) to enter the telecommunications business in the future) doing work now done by BT, and thus form the first step towards the

TECHNOLOGY

THE 'INTEL OF BIOTECHNOLOGY' STAKES ITS CLAIM

Why Centocor gets the 20% it asks for

BY DAVID FISHLOCK, SCIENCE EDITOR

CENTOCOR, a new U.S. biology venture with fewer than 100 people at Malvern on the outskirts of Philadelphia, was set up in 1979 to invent the "critical components" of new health-care systems. It likens its role to that of Intel and its latest chips, the key parts that make it indispensable to designers of advanced electronic systems.

Centocor asks for—and gets—20 per cent of the selling price of the healthcare system.

"Executive tend to fall out of their chairs," admits Mr Michael Wall, Centocor's chairman. "But it is not negotiable. It is the only thing that is not negotiable."

His job, and that of his hard-driving young chief operating officer, Dutch-born Dr Hubert Schoemaker, is to persuade the big pharmaceutical groups that the 20 per cent is not a royalty but for a critical component that can obtain from 100 other sources. "We need to see \$20m-30m for Centocor in a product," Schoemaker says. "But he claims that "very large companies are extraordinarily receptive to our products". Partners in joint ventures include Warner-Lambert, FMC and the French Atomic Energy Commission.

Wall and Schoemaker created the new company as a research team operating right at the frontiers of biotechnology. Wall is the strategist and ambassador; Schoemaker runs the business. Wall, founder of Flow Laboratories, a \$100m company engaged in tissue culture and instruments, says he had the urge to start again from scratch, so that he could follow the commercial development of a new technology from the outset. "We think it is the greatest fun to follow a technology."

The idea is that Centocor itself shall stay very small, and shall transfer its science to companies already established in health-care. Wall believes the health-care industry today has excess production and distribution capacity and is urgently seeking major new products.

He sees such companies as potential partners. FMC, for example, has already committed \$12.5m to a joint venture with Centocor to try to exploit some novel ideas in immuno-regulation.



Michael Wall (top) and Hubert Schoemaker

which could lead to dramatic changes in the treatment of such diseases as arthritis.

Wall and Schoemaker see their main jobs as "managing the large portfolio"—that is, to train salesmen for the partners for example, for Warner-Lambert which wanted Centocor's critical component for a test for hepatitis B—and finding fresh targets for their researchers.

The sine qua non of the target must be that it represents major innovation. Wall says he would be "laughed out of the office" if he ever tried to get 20 per cent for a me-too product such as the new pregnancy tests flooding on to the U.S. market from the new biotech companies, or even such non-specific immuno-regulators as the interferons.

Specificity is the key. Centocor began life on the campus of Pennsylvania in Philadelphia, which Schoemaker calls a "motel for start-up companies".

Also on the campus is the Wistar Institute, an independent and reputable medical research centre with a strong emphasis on cancer. Through its director, Dr Hilary Koprowski, Wistar offered the new company product patents on certain applications of monoclonal antibodies. The British invention of the mid-1970s which the Medical Research Council had failed to patent.

One was an antibody highly specific to cancer of the pancreas and upper gastrointestinal tract. Centocor brought it to the market last year, in the form of a radioimmunoassay for early detection. It has high hopes that the test may prove acceptable as a way of screening populations at risk from these tumours.

Another such assay was culled from the work of the Dana Farber Cancer Institute in Boston, which had developed a monoclonal antibody that proved highly specific to ovarian cancer. But this one may have therapeutic value, too, for a just-published research paper suggests that cancer of the ovaries responds favourably in most cases to its use. In any event, there are high hopes both at Wistar and Centocor that the specificity of monoclonals might be combined with chemotherapy to produce drugs designed to treat a particular tumour.

Centocor's own laboratories have found another exciting type of antibody, to Gram-negative bacteria such as E. coli and *Salmonella*. It is optimistic

that this will be the "critical component" when it negotiates a partnership for an antibody, it looks to the partner to maximise market opportunities by exploring the various possibilities for using the monoclonal antibody.

Likewise, it is happy to exploit other people's expertise in scaling up the manufacture of a monoclonal. "The cheaper we can make it, the happier we are," as Wall puts it. Two years ago it recognised that the British company Celitech, armed with coveted MRC inventions, was an international centre of excellence in the manufacture of monoclonals. Centocor has used Celitech extensively, both to explore problems of scale-up from manufacture in mice as "mini-reactors," and to make commercial qualities—bunches of grams at a time—of Centocor monoclonals.

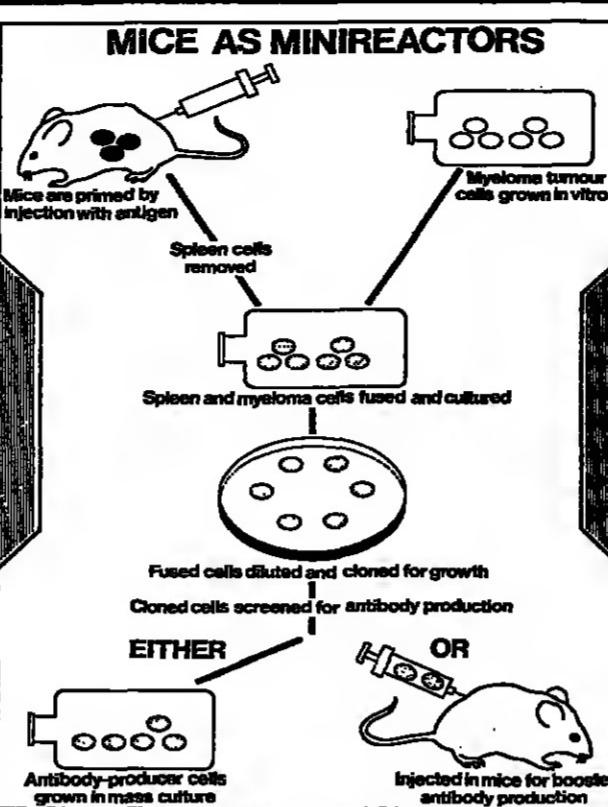
To protect its position, Centocor always retains the cell line and hence the know-how for manufacturing the "critical component" when it negotiates a partnership for an antibody, it looks to the partner to maximise market opportunities by exploring the various possibilities for using the monoclonal antibody.

In his experience, Celitech is still the only company successfully able to master mass culture of monoclonal antibodies, Wall says.

But Centocor is anxious to be seen as a biotechnology company with much wider interests than monoclonal antibodies—just one technique of genetic engineering. Its own research programme, under the direction of Dr Vince Zurawski, another founder-director, is running at more than \$3m a year. Zurawski is a PhD chemist who says he's become "very clinically orientated."

The imaging of diseases in a way the doctor can clearly and unambiguously assess is one important range of targets. He is working on ways of combining highly specific monoclonal antibodies with other chemical agents. For example, he has a combination which binds only to dead myocytes and thus can provide a vivid colour image of parts of the heart which have died following a heart attack.

MICE AS MINIREACTORS



The hybridoma technique for making monoclonal antibodies starts with a mouse as the "mini-reactor" or incubator. When injected with antigen, the mouse's spleen responds by producing a cocktail of antibodies, each one the product of its own specific cells. The spleens are removed and mashed to release the immunised cells. Then they are mixed with a fast-reproducing cancer-type cell called a myeloma cell. Under the right conditions—specific to each union—the antibody-making cell fuses with the myeloma cell to make a hybridoma.

Wall says he would be "laughed out of the office" if he ever tried to get 20 per cent for a me-too product

about showing that they might be used to treat such infections.

Earlier this month Centocor announced that it had negotiated a joint venture with Warner-Lambert to distribute another of its monoclonals, an enzyme immunoassay test for the hepatitis B virus. It claims that the test picks up cases missed by other tests because the virus is "hidden" in immune complexes. The hepatitis B test market worldwide is put at \$100m with more than 100 new cases of infection diagnosed each year. The company is discussing four different product configurations for this antibody.

To protect its position, Centocor always retains the cell line and hence the know-how for manufacturing the "critical component" when it negotiates a partnership for an antibody, it looks to the partner to maximise market opportunities by exploring the various possibilities for using the monoclonal antibody.

In his experience, Celitech is still the only company successfully able to master mass culture of monoclonal antibodies, Wall says.

But Centocor is anxious to be seen as a biotechnology company with much wider interests than monoclonal antibodies—just one technique of genetic engineering. Its own research programme, under the direction of Dr Vince Zurawski, another founder-director, is running at more than \$3m a year. Zurawski is a PhD chemist who says he's become "very clinically orientated."

The imaging of diseases in a way the doctor can clearly and unambiguously assess is one important range of targets. He is working on ways of combining highly specific monoclonal antibodies with other chemical agents. For example, he has a combination which binds only to dead myocytes and thus can provide a vivid colour image of parts of the heart which have died following a heart attack.

In his experience, Celitech is still the only company successfully able to master mass culture of monoclonal antibodies, Wall says.

OFFICE AUTOMATION

Now the telephone with intelligence . . .

BY GEOFFREY CHARLISH

IF YOU are a senior executive and if £1,200 will not burn a hole in the budget then a new executive diary unit from Standard Telephones and Cables offers an interesting combination of intelligent telephone, electronic diary, address book, calculator and notebook.

STC says it conducted extensive market research before the design was finalised, with Department of Industry support for the field evaluation.

The Executive is a compact top unit called Executel which can be used as a useful hand in organising the executive's activities and allow calls to be made to any of the people involved at the touch of a button.

Executel has a full-sized keyboard, a 5-in monochrome screen (12 rows of 40 characters), a back-up memory cassette, and a handset for use when private rather than the telephone's normal "loud speech" conversations are called for.

The directory can store up to 255 full-screen entries of names, addresses, phone numbers and other customer or client data.

From these entries, listings can be obtained. For example, all the suppliers of a particular product or all the brokers or airlines that have been entered can be displayed on the screen together, as could all the in-

house staff, say in a particular branch or division.

The number of any contact in the directory can be dialled automatically, and the unit can send direct facsimile facilities for up to 10 of the numbers that are most frequently used.

Entries to the diary are easily made from the standard typewriter keyboard and with commonly used words like "meeting" or "lunch" only the initial letter need be typed.

A ample space is provided for daily entries and as these are made, the system compiles a monthly planner "grid" which shows all the days of the month with clear indication of the free and engaged periods.

Executel can also access the BT Gold service by which messages can be typed to remote correspondents and the replies received on the screen via an electronic mail drop box. The Prestel service can also be accessed.

The diary can store up to 255 full-screen entries of names, addresses, phone numbers and other customer or client data.

Production is already underway at the STC Brighton plant and the company expects to be selling Executel, and an associated secretarial unit, early next year. At the moment approval from the British Approvals Board for Telecommunications (BAPT) is for connection to direct lines only, but similar approval for PABXs is expected soon. More on 01-388 1234.

Domestic science

Designing kitchens by computer

CLAIMED TO be the cheapest kitchen design software to run, aptly enough, on the Apple IIe computer is XDS 5000 from Amicus Computing.

Tailored kitchens can be designed by entering a room's dimensions and calling up standard units from memory, fitting them together by means of a joystick which will move them around on the screen. Computer aided design allows the kitchen to be viewed from every angle, even under the sink where piping must be allowed for.

Amicus claims that for around £6,450 it is selling a cheaper system than competition from Olivetti or Klenze. More on 0452 27802.

... and the computer with a telephone

BY PAUL WALTON

XEROX HAS launched the first in a line of portable computers, with the smallest weighing in at five pounds.

The Xerox family includes the 8-bit 1810 portable system and the 1805 processor which comes without a screen, both of which can fit into a briefcase, and run CP/M-based software packages.

The latest 1845 model, the base station can support more powerful operation of the portable computers when they are connected to it by running 16-bit MS-DOS software in addition to CP/M. There is also an 1845 disk unit which expands the systems storage capacity.

The 1810 portable has a high resolution flat screen and can

run for up to 10 hours on its own rechargeable nickel-cadmium batteries. Both it and the 1805 are sold with pre-programmed applications such as spreadsheets and business graphics which are stored in ROMpacks which simply plug into the back, with more promised for the future.

Both come with built-in features such as an expandable calculator, an alarm clock, calculator, speaker telephone, with automatic dialling, tape editor for word processing and the Microsoft Basic programming language.

Xerox is selling the 1800 range both through retail outlets and by mail order.

The 1810 portable has a high resolution flat screen and can

run for up to 10 hours on its own rechargeable nickel-cadmium batteries. Both it and the 1805 are sold with pre-programmed applications such as spreadsheets and business graphics which are stored in ROMpacks which simply plug into the back, with more promised for the future.

Both come with built-in features such as an expandable calculator, an alarm clock, calculator, speaker telephone, with automatic dialling, tape editor for word processing and the Microsoft Basic programming language.

Xerox is selling the 1800 range both through retail outlets and by mail order.

The 1810 portable has a high resolution flat screen and can

run for up to 10 hours on its own rechargeable nickel-cadmium batteries. Both it and the 1805 are sold with pre-programmed applications such as spreadsheets and business graphics which are stored in ROMpacks which simply plug into the back, with more promised for the future.

Both come with built-in features such as an expandable calculator, an alarm clock, calculator, speaker telephone, with automatic dialling, tape editor for word processing and the Microsoft Basic programming language.

Xerox is selling the 1800 range both through retail outlets and by mail order.

The 1810 portable has a high resolution flat screen and can

run for up to 10 hours on its own rechargeable nickel-cadmium batteries. Both it and the 1805 are sold with pre-programmed applications such as spreadsheets and business graphics which are stored in ROMpacks which simply plug into the back, with more promised for the future.

Both come with built-in features such as an expandable calculator, an alarm clock, calculator, speaker telephone, with automatic dialling, tape editor for word processing and the Microsoft Basic programming language.

Xerox is selling the 1800 range both through retail outlets and by mail order.

The 1810 portable has a high resolution flat screen and can

run for up to 10 hours on its own rechargeable nickel-cadmium batteries. Both it and the 1805 are sold with pre-programmed applications such as spreadsheets and business graphics which are stored in ROMpacks which simply plug into the back, with more promised for the future.

Both come with built-in features such as an expandable calculator, an alarm clock, calculator, speaker telephone, with automatic dialling, tape editor for word processing and the Microsoft Basic programming language.

Xerox is selling the 1800 range both through retail outlets and by mail order.

The 1810 portable has a high resolution flat screen and can

run for up to 10 hours on its own rechargeable nickel-cadmium batteries. Both it and the 1805 are sold with pre-programmed applications such as spreadsheets and business graphics which are stored in ROMpacks which simply plug into the back, with more promised for the future.

Both come with built-in features such as an expandable calculator, an alarm clock, calculator, speaker telephone, with automatic dialling, tape editor for word processing and the Microsoft Basic programming language.

Xerox is selling the 1800 range both through retail outlets and by mail order.

The 1810 portable has a high resolution flat screen and can

run for up to 10 hours on its own rechargeable nickel-cadmium batteries. Both it and the 1805 are sold with pre-programmed applications such as spreadsheets and business graphics which are stored in ROMpacks which simply plug into the back, with more promised for the future.

Both come with built-in features such as an expandable calculator, an alarm clock, calculator, speaker telephone, with automatic dialling, tape editor for word processing and the Microsoft Basic programming language.

Xerox is selling the 1800 range both through retail outlets and by mail order.

The 1810 portable has a high resolution flat screen and can

run for up to 10 hours on its own rechargeable nickel-cadmium batteries. Both it and the 1805 are sold with pre-programmed applications such as spreadsheets and business graphics which are stored in ROMpacks which simply plug into the back, with more promised for the future.

Both come with built-in features such as an expandable calculator, an alarm clock, calculator, speaker telephone, with automatic dialling, tape editor for word processing and the Microsoft Basic programming language.

Xerox is selling the 1800 range both through retail outlets and by mail order.

The 1810 portable has a high resolution flat screen and can

run for up to 10 hours on its own rechargeable nickel-cadmium batteries. Both it and the 1805 are sold with pre-programmed applications such as spreadsheets and business graphics which are stored in ROMpacks which simply plug into the back, with more promised for the future.

Both come with built-in features such as an expandable calculator, an alarm clock, calculator, speaker telephone, with automatic dialling, tape editor for word processing and the Microsoft Basic programming language.

Xerox is selling the 1800 range both through retail outlets and by mail order.

The 1810 portable has a high resolution flat screen and can

run for up to 10 hours on its own rechargeable nickel-cadmium batteries. Both it and the 1805 are sold with pre-programmed applications such as spreadsheets and business graphics which are stored in ROMpacks which simply plug into the back, with more promised for the future.

Both come with built-in features such as an expandable calculator, an alarm clock, calculator, speaker telephone, with automatic dialling, tape editor for word processing and the Microsoft Basic programming language.

Xerox is selling the 1800 range both through retail outlets and by mail order.

The 1810 portable has a high resolution flat screen and can

BUILDING AND CIVIL ENGINEERING

RAILWAY CONSTRUCTION

Electric trains for Dublin

THE FIRST railway line in Ireland—and one of the first in the world—was built between Dublin and the fashionable port of Kingstown.

Next year the same stretch of line—although Kingstown is now Dun Laoghaire—will form part of Ireland's first electrified rail line.

Work is almost completed on electrification of a 25 mile stretch of double track linking Howth to the north of Dublin with Bray on the south end serving 26 suburban and city centre stations.

The cost of the project is currently estimated at £147m, compared with an original estimate of £246m when the project began in 1979. The final cost is likely to be somewhat higher. As well as inflation and sharp increases in VAT rates during

BY ALAN ELLIS
AND
BRENDAN KEENAN

the project, the state transport authority, CIE, has had to allow £119m in interest charges on borrowings.

CIE, which has an annual deficit of about £120m, made its original costings on the basis that the exchequer would fund the project by way of non-repayable grants. A hard-pressed Irish Government was unable to agree, and the scheme has been funded through borrowings, mostly from the European Investment Bank.

This difference could be crucial when it comes to assessing the success of the plan. The new electric trains will run every five minutes at peak hours, with feeder buses to serve the stations. CIE will need to triple the number of passengers using the present, antiquated diesel trains.

First, though, the company must negotiate an agreement to operate the one-man trains with the three unions which represent train staff and drivers, as well as other unions involved. Officials remember the difficulties in the UK over the St Pancras to Bedford service. Similar difficulties could delay

the planned introduction of the new trains early next year.

The four-year project involved major work on 40 bridges, including 30 which had to be raised or rebuilt. All stations are being upgraded, and two new ones will be built, at Sandymount and Salthill.

The electrification system is overhead contact at nominal voltage of 1500 volts DC, similar to systems recently installed in

spectacular piece of Victorian engineering built into the cliffs above Killiney.

But all this surgery posed problems for the engineers who had to guard against the salt breezes. The EMUs had to be protected, structural steelwork was well-grounded before painting, and aluminium was not used in overhead conductors. Supporting insulators are of porcelain because of doubts about

Most of the design was the responsibility of Mott, Hay and Anderson, consulting engineers, Croydon, with John B. Barry and Partners of Dublin. At peak construction 1,700 people were employed.

A completely new signalling system was built for the line by Wabco of Pittsburgh, U.S. It has lineside signalling for the diesel mainline trains which will use the track end-in-call signalling for the EMUs. If a driver fails to obey a signal, the train stops automatically—a system which experts probably have predicted the recent fatal crash at Kildare. The system is normally operated from Connolly station in Dublin City centre.

For CIE the project is only the first phase of a four-phase plan which would give Dublin a rapid rail transit system over the next 12 years. The second phase would involve a new 16 km line to the sprawling new town to the west of the city, which house 400,000 people. In the third phase this line would be linked to the Howth-Bray line via an underground railway in the city centre.

A fourth phase would build new line in the northern suburbs and link up with the existing systems.

It would be a valuable asset for a city which is the fastest-growing in Europe and whose population is expected to reach 1.3m by 1990. If the plan were to be carried through on the same basis as the present phase 1, the total cost at 1983 prices could be over £600m.

Even over 12 years, this is a frightening sum for a government with an annual borrowing requirement of over £615m. If it is ever to get further than the planner's drawing board it will be because the present scheme persuades Dublin commuters to abandon their cars and because the city's growth leaves little alternative.

Outlook gloomy, say builders

HOPES OF A SUSTAINED recovery in the UK building industry suffer a further blow today in a deeply pessimistic report published by the National Federation of Building Trades Employers.

For the first time this year the NFETE's latest State of Trade study reveal that in sectors other than house-building and repair and maintenance those reporting a fall in the level of enquiries (31 per cent) now outnumber those enjoying an increase (20 per cent).

The new report, based on a sample of 500 member companies, shows a significant increase in activity over the year as a whole, with 38 per cent of respondents expecting an upturn in output against 22 per cent expecting a fall. However, NFETE analysts believe this improvement is largely due to first quarter results.

Output has now levelled off, the Federation says, with 50 per cent of companies reporting no change in the third quarter. In the depressed North West, builders are predicting a continued fall in output on last year.

Public sector demand is particularly depressed, with companies reporting falling enquiries against those enjoying increases now at a three to one ratio.

The NFETE report reflects similar patterns published in the August construction news orders figures released last week by the Department of the Environment.

Even over 12 years, this is a frightening sum for a government with an annual borrowing requirement of over £615m. If it is ever to get further than the planner's drawing board it will be because the present scheme persuades Dublin commuters to abandon their cars and because the city's growth leaves little alternative.

IVO DAWNAY

Uncertain future for building research

THE BUILDING Research Establishment is in trouble. Since 1976 it has lost about 40 per cent of its staff—and as much as 70 per cent of its seed-corn, the younger recruits.

Researchers now fear that the unkindest cut is yet to come, with the tightening grip of the Department of the Environment on it, there is a feeling that the very reputation of BRE as an independent and authoritative scientific body is being put at risk.

Earlier this year the Environment Secretary rejected the recommendation of the Research Strategy Committee of the Engineering and Civil Engineering Executive Board of Manufacturing, Building and Construction for BRE.

After more than a year of deliberation, DOE decided that such a step would give the research station too much independence. But another conclusion of the committee that could not be discarded was that the nation needed BRE: "The commercially independent national capability provided by BRE is even more important than before... we firmly believe that the Government must continue to play a major part in funding research."

That strong view at least relieved BRE of the spectre of full privatisation which had been hanging over it since Michael Heseltine first raised the possibility. It is now accepted that, while the station may attract private contracts, its basic programme "if it is to command acceptance... needs to be assessed independently of its commercial sponsors."

But that did not stop the process of tinkering. Its latest manifestation was the Rayner Team report. Alongside recommendations like privatising the cleaning at BRE, Rayner suggested as a priority that all publications must be charged for. This is due to happen next April. In consequence circulation of some research reports will drop by as much as 75 per cent. Instead of sending them out free with professional journals, BRE will have to rely on subscriptions for its digests and defect action sheets.

To make matters worse, to enable subscriptions to be accepted, both publications must in future be produced not when material is available, but regularly, once a month, ready for experiments, not to mention doing the extra paperwork.

Architect Bill Allen, whose firm specialised in troubleshooting when building defects occur, described the decision

Mira Bar-Hillel looks at the Building Research Establishment

charge for BRE publications as "crazy." It is difficult to disagree with this view considering that the digests sell at £1 each while the defect action sheets, initiated by former Minister John Gummer to try to reduce councils' multi-million pound defective bills, will sell at a princely 50p—if they sell at all.

The new order will not please the Research Strategy Committee either. It is already concerned that there is inadequate dissemination of research results, leading to repeated defects. It would like to see more resources devoted to dissemination rather than adding more and more results which are not filtering through to the users.

BRE staff are aware of this, and are equally concerned. This is yet an additional factor in their general frustration, on top of more day-to-day grievances:

STEPHENS & CARTER

S&C: a head for heights.

From ladders to scaffolding to aerial platforms...

the depletion of numbers has meant not only that the brightest and best have left to look for more promising careers elsewhere, but also the shortage of juniors—and clericals—has resulted in anomalies like highly-paid specialists having to mix their own concrete for experiments, not to mention doing the extra paperwork.

Earlier this year, the chairman of the BRE, Peter Union, wrote to DoE Minister Sir George Young complaining that the type of research most essential to politicians was that which "enables a Minister to provide an answer to a PQ saying 'research on this topic is in hand in my department.' He pointed out that too often this meant that a piece of work requiring a 12 man-year effort took only half a man-year put into it.

This squeeze on the research programme is something the staff now expect will get worse as direct control from Marsham Street becomes tighter. More and more urgent work has to be done for the department. BRE has proved enormously responsive and useful on controversial projects like timber frame, UF foam and Airey houses—and it is done at the expense of longer-term projects which scientists are convinced are essential if future problems are to be avoided.

Perhaps most bewildering of all is the regular patting on the head by Ministers with one hand—while the other hand sets ever-reducing staff targets year after year. The Research Strategy Committee said: "We are convinced that BRE needs a secure future and confidence about its role." At the moment it is extremely short on both counts.

Access rule for the disabled

SOMETIMES next spring a new Building Regulation will come into force which will finally ensure that access is provided for disabled people to all new public buildings and to any extensions and alterations. This will come after years of lobbying, efforts and Private Bills which have sought unsuccessfully—so bring it about.

In theory, a "general duty to make proper provision" for the disabled in public buildings has been the law, at least since David Wigley's Disabled Persons Act of 1981. In spite of almost universal support for the idea, the Act itself contained no enforcement provisions whatever. Inevitably it was largely ignored. But

John Stanley, then Housing Minister, did actually want to see the matter dealt with, and it was broadly agreed that the best way to ensure compliance was to issue a new Building Regulation.

The latest draft, which has just gone out to consultation, should please the disabled, though it is not clear how many will be pleased. It is now agreed that the duty to provide access should apply to alterations and extensions, and not only to new buildings, as was originally envisaged. There is to be no exemption for small buildings. And wheelchair spaces in sports arenas and auditoria are to be specified as percentages of total capacity, with appropriate cut-off points.

MIRA BAR-HILLEL

CONTRACTS

£10.7m refurbishment at Debenhams

TROLLOPE & COLLS has been awarded a £10.7m contract to rebuild and refurbish the old Debenham & Freebody building in Wigmore Street, a building Trollope originally constructed in 1907. For London & Leeds Investments, it will provide about 60,000 sq ft of air-conditioned office space, 30,000 sq ft of residential flats, with 5,000 sq ft of shops, together with basement parking for 15 cars. The Debenham & Freebody building is listed Grade II and much of

the original fabric, including the external facades, will be retained. The main entrance, marble staircase, and ground and first floor rooms on the Wigmore Street elevation will be refurbished; the second and third floors above will be upgraded using mouldings taken from the old Gimson plaster ceilings. Above and behind the retaining elements, new steel structure will be constructed and three floors with mansard roofs are being added. The basement level will be lowered to provide plant room space, car parking and canteen/women's facilities. A new central lift core system will serve the office areas and will include four of the store's original bronze and enamelled lifts. The faience facades will be cleaned and restored, curtain walling will be used to clad the new elevations at the rear and new glazing will be combined with a new envelope in GRP, a replica of the original 60 ft faience version. Work, which has just begun, is scheduled for completion in two years.

An network that reaches a business world in Tokyo and beyond.

Tokyo is not only the heart of the Japanese business world. It's also the gateway to the business centres of Asia and the Pacific. That's why Japan Air Lines has the largest network of any airline in the Far East and Pacific, together with frequent flights from Japan to West and East Coast destinations in North America.

Wherever you're going, you'll enjoy the attentive care, hospitality and service that is uniquely Japanese.

The longer the flight, the more the details matter.

JAPAN AIR LINES

When the GLC asked us if we could build an Italian hill village in Covent Garden, we made them an offer they couldn't refuse.



The GLC is rarely conservative when it comes to plans for the rejuvenation of areas like Covent Garden.

But even by their standards, the design for the Odhams Walk development was unusual to say the least.

To make the best use of the available space, and also stay in keeping with the new spirit of Covent Garden the superb design was very much on the lines of an Italian hill village.

And finding a builder who could do justice to the design was of primary importance.

We made the GLC an offer they couldn't refuse.

We offered to work closely with the GLC and the architects, from the very first site visit to the final handover.

We offered to demonstrate the sort of care and consideration so important in built up areas like Central London, such as programming site deliveries to cause minimal traffic congestion.

And we offered to do something that all our clients, from the National Westminster Bank and Mazda Cars to the Department of the Environment, find most impressive of all.

We offered to complete the job within a very tight budget.

To a large extent, it's our diverse range of operations that helps us reduce our overall costs to our clients.

Within the Wallis Group, we also have our own 'in house' Service Divisions for manufactured joinery, electrical installations,

decorating and special works as well as pre-cast concrete and reconstructed stone products.

Our own craftsmen, for example, have proved themselves more than capable of tackling highly skilled jobs like the refurbishment of parts of the Old Bailey or the restoration of the House of Lords ceiling.

It's working so efficiently that has helped build our business into a highly successful company that has been building since 1860, with operations that extend from South East England and the City and London area, to Wales and the West Country.

The Odhams Walk development can only add to our success and reputation. Now complete and including a mixture of flats and community facilities, it's something that everyone connected with the project has good reason to feel proud of.

Not only has Odhams Walk won a RIBA Housing Design Award for 1983, but it has also been voted the overall winner of the 1983 Brick Development Award.

For further details of our wide range of operations, please contact our Group Construction Director, Alan Baird, at G. E. Wallis and Sons Limited, 2-6 Homesdale Road, Bromley, Kent BR2 9TN. Telephone 01-464 3377.

We'd like to make you an offer you can't refuse.

Wallis

Building investments since 1860.

THE MANAGEMENT PAGE

The man who fashioned a clothing empire

James Buxton meets the expansionist Luciano Benetton

IN THE 17th century the Minelli, nobles of Venice, escaped the summer mugginess of the lagoon city for Ponza, a hamlet in the hinterland. There they had a fine villa with high airy rooms and painted ceilings. In the adjoining farm buildings retinues made wine from the grapes growing in the flat green countryside.

Now the Villa Minelli is the destination of another kind of peregrination: of leaders of the world of fashion going to what is now the headquarters of one of the most successful clothing companies in Europe, Benetton. Ponza is still only a village (near Treviso, 20 miles north of Venice), but the farm buildings are now offices, the company chairman works on the top floor of the summer palace and at the bottom of the garden is a sophisticated knitwear factory.

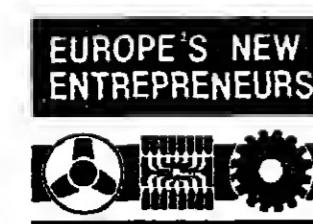
But despite the grandeur of the setting, life in the villa reflects the informality and clean lines which are the hallmark of Benetton clothes. On the piano nobile, the main floor, girls sort out samples for fashion shows until vast panelling of the Last Supper.

The Benetton family delights in being provincial outsiders who have taken a special position in European clothing.

That has only really happened in the past five years. Benetton began his small shop at Ponza in 1966. By 1973 its jeans, jerseys and T-shirts were on sale at a few hundred shops all over Italy, but exports were almost nil and turnover was a respectable but far from dazzling £86m (£30m).

Yet this year Benetton expects to sell several times as much in money terms—£480m worth—through 2,500 shops. More than half its turnover comes from abroad and its name is well known in London, Paris and the big cities of West Germany. Earlier this year Luciano Benetton, the company's 49-year-old chairman and main driving force, was named in a survey as Italy's fifth most successful manager, and in May a Formula One racing car painted in the radiant Benetton green won the Detroit Grand Prix.

Though Benetton is one of the most striking success stories of Italian industry and marketing in the past few years, with an expansion unmatched even in the transient world of fashion, there is nothing ephemeral about it.



Luciano Benetton, Italy's fifth most successful manager.

decided by the company, are called by a few different brand names, such as Sisley, Jeans West, Tomato, O12 (for children) and, increasingly, Benetton itself, which all sell much the same clothes and at the same price, though the ambience varies to suit different kinds of customer. Benetton or its agents choose the sites for the shops with great care, often ending up in Italy with three or four Benetton shops in the same street.

The shops are the antennae of the whole business. They must be in close contact with head office, daily reporting takings and detailed sales trends to Ponza. Partly to take account of the fact that Italian shops are now being required by law to install electronic cash registers (most Italian shops up to now have kept their takings in a drawer). Benetton has designed and had made its own specially-tailored model capable of transmitting large quantities of information in real time to the company's European computer network. Meanwhile Comau, the Fiat subsidiary which makes robots and other factory equipment, is completing an automated ware-

house near the company's main factories.

From the start the Benettons

sought to get round the problem that the clothing manufacturer never knows what colours are going to sell best and usually can't produce extra supplies of the most popular colours from the shop. It can thus get stocks into the shops to respond to a trend within ten days, compared with what it says is a month or more for many of its rivals. It all amounts, as Luciano Benetton says, "to raising fashion from the artisanal to the industrial level."

Only in one respect is this not completely true. Although Benetton has eight factories in Northern Italy its payroll is less than 2,000. But it gives work to another 6,000 people—those who work for the 200 small makers of semi-finished clothes in Northern Italy which supply Benetton's main plants. Benetton handles all dyeing and final finishing—presentation is everything—but well over half the basic weaving and making up is done outside the company's plants.

Benetton thus holds down its overheads, avoids the thankless task of managing a vast workforce and benefits from the much lower production costs of the much smaller subcontractor.

Benetton is visibly becoming more mature and sales are growing a little less fast than before. Turnover doubled between 1979 and 1980 when it reached about £200m, and last year sales reached £414m, with estimates for 1983 pointing at about £480m. Even without the Italian inflation rate of 16-20 per cent since 1980 these are impressive figures and the results have seemingly made little difference to growth. Guesses in 1982 in London, Benetton has virtually ceased to establish new shops in Italy ("the market is saturated," says Luciano) and says it is now "perfecting" its coverage of the rest of the European market, expanding outward from the main cities and growing in the peripheral areas like Scandinavia.

At Ponza management has become a little more institutionalised. Luciano is evidently the boss, with particular responsibility for marketing but also with a close interest in production methods. He does not at all conform to the popular image of a dark and cunning

Italian businessman; he has rather long, brown hair, glasses and an open face. With his enthusiastic grin he looks more like an architect or designer than an entrepreneur.

Although he travels almost

incessantly, now in the company's own Cessna jet, and gets bored if he has a holiday of more than a week or two a year, much of Benetton's success may be due to the long periods he spends thinking in the relaxing atmosphere of the villa. He has four children and drives himself in one of those bullet-proof cars Italian businessmen have to have—it came in useful last year when he managed to beat off a gang of would-be kidnappers lying in wait for him when he returned home.

Giuliana, a gracious woman of great warmth, is the brains behind the design, though she has naturally hired outside designers to help. Gilberto, who looks after finance and administration, and Carlo, in charge of production, complete the four person team that makes the major decisions and owns the company, and there is no suggestion of bringing in outside capital or going public. But last year two non-family members took senior positions.

Elio Almi, who has been with the company for years, became head of commercial planning and Aldo Palmeri joined from the bank of Italy as head of economic planning.

Now says Luciano Benetton, "The early days of our growth are over. Our efforts are now concentrated on two markets—the U.S. and Japan. The best prospects are in the U.S., but Japan yields the most prestige and the satisfaction of conquering a strange and difficult market." Benetton already has 30 outlets in Japan—about half of them in department stores.

In the U.S. Benetton is still going fairly slowly—"concentrating on the quality rather than on the quantity of our presence at this stage."

In Britain the Benetton treatment has been applied to Hogg of Hawick, a prestigious but failing Scottish knitwear maker which Benetton bought in 1981. Its plant has been modernised, its designs smartened up and a chain of shops established in Britain, Italy and Germany.

In Italy, Benetton is moving into shoes through its purchase of control of a big shoe manufacturer with a chain of shops.

Champions in the running for the championship

Two sets of European management champions come to grips with each other in London today in the final of the 1983 UK National Management Game.

A second team from Rediffusion Radio Systems which took the 1982 UK title before winning this year's European event. The other is a private entry by three former Management Plate competition for teams knocked out of the championship proper in the first round. The Plate prizes are £150, £100 and £50.

The 1984 UK contest will begin after immediately with entries closing on November 4. Worldwide entries should contact, Tony Etchells, the National Management Game administrator at KCA, Beaumont Old Wharf, Berks SL4 2PF; telephone Woking 66111. The entry fee is £20 plus £12 VAT.

Michael Dixon

Management abstracts

The married executive. A. Cox in Across the Board (U.S.), January 83.

Looks at business attitudes towards marriage, finding that the male executive is expected to be married (and, if he wants a divorce, had better have it young), but that no equivalent expectation exists for the female executive; sees signs that middle managers are now more inclined to take wives' careers into account, but reports that a sizeable— and aggressive—minority would not let that stand in the way of a relocation.

The corporation as art collector. R. Burger in Across the Board (U.S.), January 83.

Examines reasons why companies choose to build up art collections, and quotes examples of acquisition policies: warns of pitfalls—like letting the chief executive's wife make the choice, and discusses how an art adviser can be used.

These abstracts are condensed from the abstracting journals published by Anhur Management Publications.

Licensed copies of the original articles may be obtained at £2 each (including VAT and p+p); cash with order from Anhur, PO Box 23, Wensley MA9 5DZ.

Reports on progress towards the development of quality control for consulting assignments. Suggests that clients need considering the materials that each and every assignment has to offer, phases and that their recognition will ipso facto improve quality. Arrives at the tricky question of how an evaluation may eventually be made, seeing that clients may accept advice for the wrong reasons.

The corporation as art collector. R. Burger in Across the Board (U.S.), January 83.

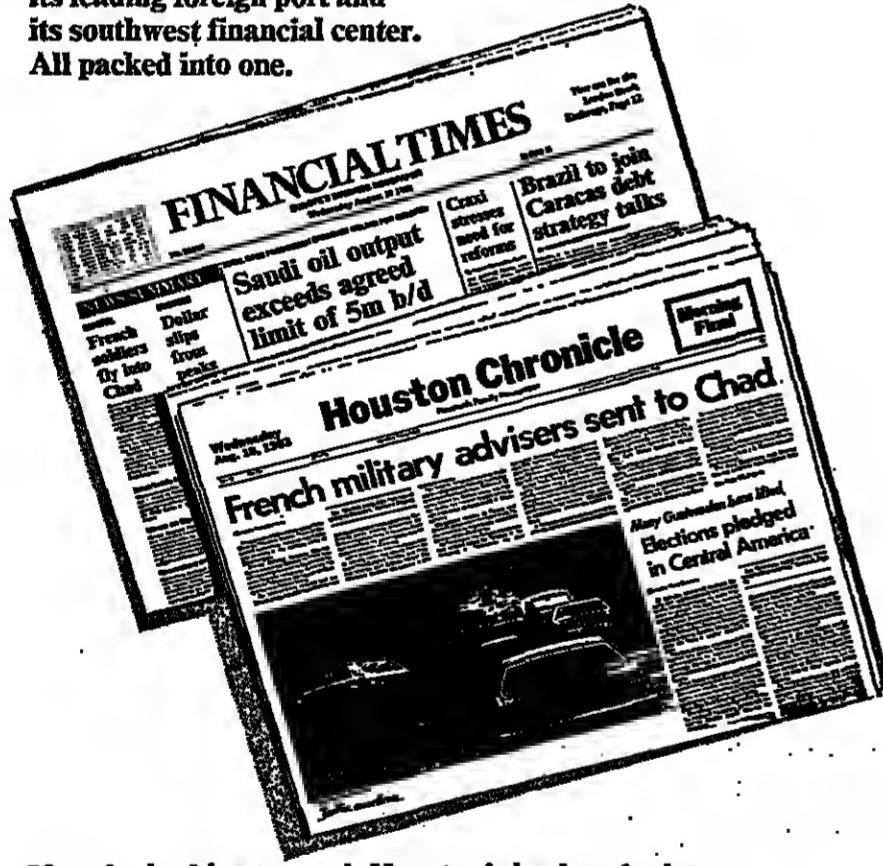
Examines reasons why companies choose to build up art collections, and quotes examples of acquisition policies: warns of pitfalls—like letting the chief executive's wife make the choice, and discusses how an art adviser can be used.

These abstracts are condensed from the abstracting journals published by Anhur Management Publications.

Licensed copies of the original articles may be obtained at £2 each (including VAT and p+p); cash with order from Anhur, PO Box 23, Wensley MA9 5DZ.

The Texas Connection

...or how to get America's energy capital, its leading foreign port and its southwest financial center. All packed into one.



If you're looking to reach Houston's leaders, look to The Chronicle. Because The Houston Chronicle delivers more of Houston's leaders to advertisers than any American publication. Plus, The Chronicle, with its new International Business Section, is the first American newspaper to feature weekly highlights of The Financial Times.

You could use a lot of leading publications in the market. Or you could use The Houston Chronicle and reach a lot of leading markets in one publication.

Houston Chronicle

801 Texas Ave.
Houston, Texas 77002 USA

Represented in the U.K. and Europe by Joshua B. Powers Ltd.

FINANCIAL TIMES

operates a subscription hand delivery service in the business centres of the following major cities:

AMSTERDAM - ATLANTA
BOMBAY - BONN - BOSTON
BRUSSELS - CHICAGO - COLOGNE
COPENHAGEN - DALLAS
DUSSeldorf - EINDHOVEN
FRANKFURT - GENEVA
THE HAGUE - HAMBURG
HONG KONG - HOUSTON
ISTANBUL - JAKARTA
KUALA LUMPUR - LISBON
LOS ANGELES - LUGANO
MADRID - MANILA - MELBOURNE
MEXICO CITY - MIAMI
MONTRÉAL - MUNICH
NEW YORK - PARIS - PORTO
ROTTERDAM - SAN FRANCISCO
SINGAPORE - STOCKHOLM
STUTTGART - SYDNEY - TAIPEI
TOKYO - TORONTO - Utrecht
VIENNA - WASHINGTON

For information contact:
Financial Times, Guillotinstrasse 54
6000 Frankfurt Main, West Germany
Tel: 0611/78000 - Telex: 418 133
or Financial Times
76 Rockwell Plaza
New York, NY 10019
Tel: (212) 489 8300
Telex: 228409 FTOL U1

If you're aiming high in management,

Here's something to remember, 40,000 feet.

40,000 feet is the altitude our HS 125 business jet cruises at when it's scheduled to arrive. And our full-time Business Travel House can arrange everything from air tickets to helicopter hops between airports.

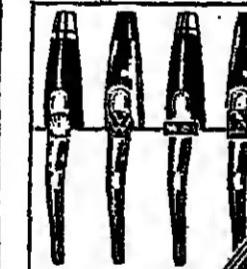
Executive air travel is here to stay. The higher you go in management, the further you'll need to travel.

In which case, remember the name ATS. Because we're aiming high too.

Tel. No. 01-402 6294

THE EXECUTIVE JET FOR HIGH FLYERS

Show your important customers how important they are.



And in such a very day they'll always remember you appreciated them. Give them a writing instrument that is so excellent it's mechanically guaranteed for a lifetime. So let's make it recognizable, unique, and distinctive that to own it is to fulfil an obligation. So established that it's worthy to bear your company emblem on the clip. Cross writing instruments uniquely meet these requirements. They have been quickly famous since 1846. Fountain pens, ball pens and pencils—from chrome to solid gold.

Send for our special Business Gift and Incentive Catalogue and a sample clip bearing a corporate logo.

CROSS
SINCE 1846

To: A. T. Cross (UK) Limited, Concorde House, 27 Concorde Street, Luton, LU2 0JD, Beds. Tel: 0582 422793.

Name _____
Position _____
Company _____
Address _____
Tel No. _____

If you need an excuse for a conference in Portugal

There's no doubt your delegates would prefer a conference in Portugal. The sunshine, the beaches, the water-skiing, the sailing, the golf, tennis or even windsurfing, might have something to do with it.

So to make it easy for you to decide that Portugal

is the ideal place to hold a conference, here are a few convincing excuses:

1. There are literally hundreds of venues,

catering for as few as 23 and as many as

1700 delegates.

2. All these venues offer first class

accommodation, together with superb food, wine and services.

3. The latest projection and presentation equipment is readily available.

4. In most cases exhibition areas are available too.

5. Each venue is not far from an international airport

(Sitting time a mere couple of

hours from the U.I.O. and T.A.P. Air Portugal are always happy to talk about group arrangements.

6. Last, and probably the most convincing excuse of all, the bill will be very little more (if at all) than the cost of a conference in the UK.

So even your bank balance will enjoy it.

SPARTAQUARTER

Send now for your free colour brochure.

To: Portuguese National Tourist Office, 13 New Bond Street, London W1Y 9EP. Telephone: 01-491 8172.

Name _____
Address _____

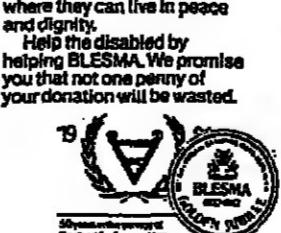
Portugal



Donations and Information:
The Chairman, BLESMA,
Midland Bank Ltd, Department FT,
60 West Smithfield, London EC1A 8DX

Give to those who gave—please

BLESMA
BRITISH LIMBLESS
EX-SERVICE MEN'S ASSOCIATION



10P AIR
PORTUGAL

THE ARTS

Architecture

Colin Amery

Enigma of South Kensington

In 1976 His Highness the Aga Khan established an award for Architecture to encourage understanding and awareness of the strength and diversity of Muslim cultural traditions and to indicate ways in which these traditions could combine with an enlightened use of modern technology to produce good contemporary architecture.

By the end of this year a major London institutional building commissioned by the Aga Khan will be open and functioning in South Kensington—the Ismaili Centre on its island site opposite the Victoria and Albert Museum.

As the scaffolding disappears and the angular shape of this new centre emerges as a striking part of the London scene many questions are being asked and instant judgments are passed. It seems to me that before the doors are declared open officially is a good moment to try and explain the origins of what appears to be a rather bizarre and enigmatic edifice.

Once the origins are understood in the light of the client's elevated attitude to architectural patronage a fair-minded architectural assessment can be made.

There has been an Ismaili Muslim community in Britain for the past half century. It has grown rapidly as colonial empires have waned and a

sudden and large increase in numbers came about because of the expulsion from Uganda under the Amin regime. The Islamic community has several centres in this country but the South Kensington one is the first to be purpose-built.

It is best described as a place of gathering and worship. Behind those granite clad walls (starting at the top) is a roof garden surrounded by council rooms and meeting rooms; on the second floor a large prayer hall for 1,200 people; below that a social hall which is approached from the ground level via a series of spacious halls and staircases.

The architecture of the centre are the Casson Corder Partnership, the two partners in charge, Neville Corder and Kenneth Price. Much of the exterior design is the work of Karl Schlamming—a German-born Muslim designer.

First it must be said that the Community chose a difficult site. It is an island alongside one of the noisiest and busiest roads in London and surrounded by a rich and important collection of London architecture.

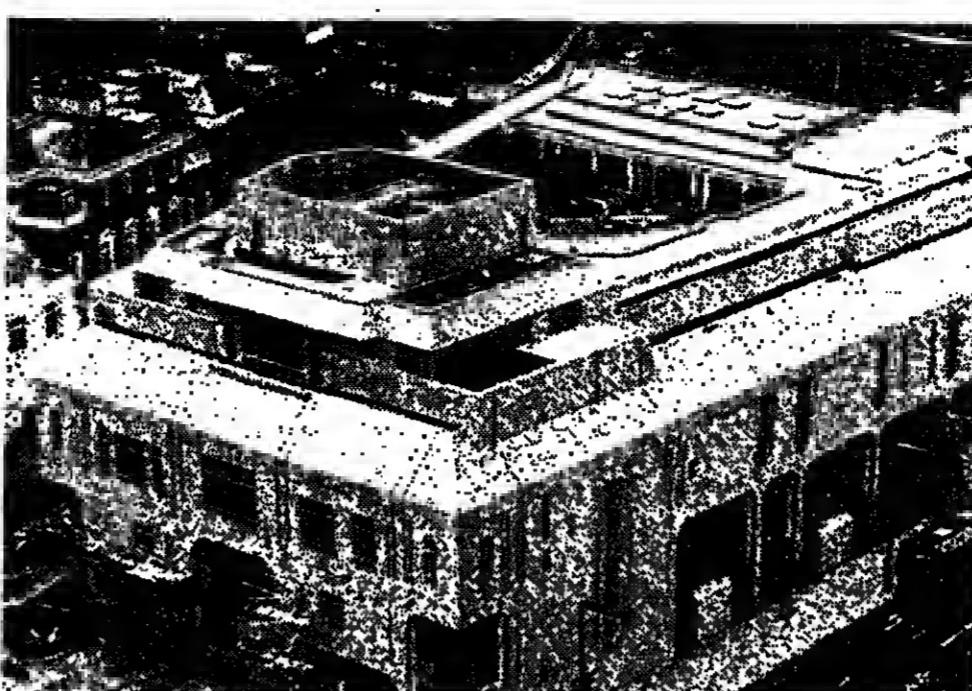
The form is simple, the height determined by the neighbours and the blankness of the facades made inevitable by the fact that this is a seated and air conditioned block—practically no

noise penetrates the interior. The Aga Khan Award makes a great deal of the need for Islamic architecture of today to refer to the Islamic tradition, but the Aga Khan himself has written: "Surely we do not expect a complete adherence to rules or limitations of the past . . ." and this new centre makes on the outside few concessions to the past or to its neighbours.

It has hints of Moghul chhatris (protecting sloping cornices) in its roofline and the teal glass that catch the sunlight suggest the jalis of mosques (perforated screens) that diffuse sunlight.

The thin blue line of Brazilian granite is an indicator of the blue tiles within and a linear hint of the geometric patterns of Islam. In spite of these rather oblique references to a more glorious tradition the exterior of the centre is not a visual delight. There is a disturbing feeling of top heaviness of a great load being supported by weak legs. The use of a highly polished granite cladding emphasises the bulk of the form.

The interior is more successful than the outside. The entrance hall is cool white marble, a flowing water sculpture in blue granite and a calligraphic inscription inlaid in our under-



The soon-to-be-completed Ismaili Centre, seen from the windows of the V & A

sense of other worldliness. Stairs and halls on the way up to the prayer hall are agreeably spacious—colours predominantly white, cream and blue. The prayer hall itself (interior by Karl Schlamming) tiled walls with random marble slabs and low-level mosque lamps, has a suitably calm quality but was disturbed by the crossword puzzle checkerboard tile patterns.

The top floor has at the centre a small garden flowing with

water well landscaped by Sasaki Associates and the late Lanning Roper. The ceiling of the Council Room and the reading room are the most intricate and suggest the bonycombe of Isfahan with some success.

The Ismaili Centre begins the dialogue between Islam and the West—it's reference and symbols are the outward signs of the debate between the tradition and the present. It is an unresolved dialogue—as revealing of the gaps in our understand-

No venerable composer with an important anniversary coming up should fail to produce enough music suitable for the London Sinfonietta. They are the nonpareil of birthday callers, as they proved again on Friday when they anticipated Elliott Carter's 75th by a few weeks. (He will be here in New York on the actual birthday, which he shares with Berlioz—a pleasing coincidence: though Carter is just one day junior to Olivier Messiaen, analogous with the old Romantic revolutionaries are much easier to conjure up than with the grandmothers of music.)

But the concert, the composer talked informally on stage about his career. Interesting to learn that when he was first drawn to music, only the newest music attracted him (he had Charles Ives as his avuncular guide), and that his "new musical" pieces of the 1930s and 40s resulted from a deliberate intention to write accessible music in an American idiom; and that jazz is somewhere in the bottom of his music still.

Excellently arranged,

the Sinfonietta programme began with the Eight Studies and a Fantasy of 1950, bright little pieces taken informally on stage about his career. Interesting to learn that when he was first drawn to music, only the newest music attracted him (he had Charles Ives as his avuncular guide), and that his "new musical" pieces of the 1930s and 40s resulted from a deliberate intention to write accessible music in an American idiom; and that jazz is somewhere in the bottom of his music still.

The Sinfonietta programme began with the Eight Studies and a Fantasy of 1950, bright little pieces taken informally on stage about his career. Interesting to learn that when he was first drawn to music, only the newest music attracted him (he had Charles Ives as his avuncular guide), and that his "new musical" pieces of the 1930s and 40s resulted from a deliberate intention to write accessible music in an American idiom; and that jazz is somewhere in the bottom of his music still.

These are pitiful songs, strongly felt and sharp-cut. The tenor Martyn Hill was exact objectivity, the soprano Elizabeth Bishop's wry, lyrical. Here Knussen relaxed the delicate subtleties of the orchestra, part still more confidently than the bold strokes of the newer cycle.

He led a most exciting performance of the 1961 Double Concerto for harpsichord and piano, each with its own chamber orchestra. Not only are there alarming rapids to run with different rhythmic curvatures holling along simultaneously, but knotty problems of balance: the solo instruments—John Constable and Ian Brown were both brilliantly alert and imaginative—of course have unequal voices. Knussen's cogent shaping and keen ear met the challenges triumphantly.

Elliott Carter/Elizabeth Hall

David Murray

performance at lunchtime today along with Mozart's E-flat Serenade for winds.) As in the 1975 cycle *A Mirror* on which to Dwell, Carter simplifies his polyphony—relatively speaking—to favour the singer, there are succinct, augmented harmonies, always magnificently stated and speaking obbligato solos for various instruments. There was a splendid trombone in "Dies Irae," and a brass trumpet cartoon of the operatic soprano in "Across the Yard."

These are pitiful songs, strongly felt and sharp-cut. The tenor Martyn Hill was exact objectivity, the soprano Elizabeth Bishop's wry, lyrical. Here Knussen relaxed the delicate subtleties of the orchestra, part still more confidently than the bold strokes of the newer cycle.

He led a most exciting performance of the 1961 Double Concerto for harpsichord and piano, each with its own chamber orchestra. Not only are there alarming rapids to run with different rhythmic curvatures holling along simultaneously, but knotty problems of balance: the solo instruments—John Constable and Ian Brown were both brilliantly alert and imaginative—of course have unequal voices. Knussen's cogent shaping and keen ear met the challenges triumphantly.

The Ring in London and Cardiff

Last weekend, two national opera companies launched the first parts of their Ring cycles. The Welsh began, on Friday, at the beginning, with *The Rhinegold*; the English on Saturday started with *The Valkyrie*; privileged opera travellers could thus compose for themselves a happy Ring first half. Both works are played in Andrew Porter's translation; both are conducted, produced, and designed by young teams tackling opera's mightiest task for the first time.

Several other similarities of approach tell us, between them, much that is significant about the ethos of contemporary Wagner performance in both its international and its national aspects. The figure of Reginald Goodall, greatest living Wagner conductor, bulks large in the background: conductor of the last (and first) ENO Ring, and intended conductor of this first ever WNO one (it is hoped he will be sufficiently returned to health for the February *Valkyrie*), Goodall has in the past decade or so instilled into the British Wagnerian consciousness an ideal of the music of making it broad, spacious, lyrical, and above all an unbroken wholeness. This ideal obviously influences strongly both London's Mark Elder and Cardiff's Richard Armstrong.

The influence has still to be absorbed, that is to make a personal impact of performance. These were, frankly, two of the most ponderous Ring readings of my experience. The Cardiff *Rhinegold* lumbered on feet of lead—well, after the opening when the "closeup" configuration of the New Theatre could be used to supply a handy excuse for the total absence of baxy E flat enchantment, the score doggedly refused to come to life.

In Mr Elder's account of *The Valkyrie*, at least until a third act the score began to discover at last some buried resources of colour, warmth, and fluency, slow tempos seemed to have

been arrived at for largely didactic purposes, to point up motives (as in the grandiose Act 2 opening) to secure structural fitness was countered by impasioned and lyrical singing, as in Act 2, passion and lyricism were much more in evidence, it reignited somewhat unchaste.

I begin with the conductor, not necessarily, for in both instances I was made sharply aware of just how directly their increased mastery would lead to a less qualified response to the staging they were conducting. For both David Pountney's (ENO) and Göran Jarrelfelt's (WNO)—as modern re-interpretations of the myth in a visual language of particularly particular and "partial"—much (though differently) in the currently fashionable post-Chéreau mode; both demand the import of much greater musical confidence if their intentions are to be communicated more clearly.

Even as it stands, the ENO *Valkyrie* (troubled in addition by the last-minute defection of the unwell Linda Ester Gray) holds the far more substantial promise of eventually pulling together. It evinces a sense of Wagnerian scalars (this is not at all a question of the dimensional differences between the Coliseum and the New Stages). Max Björnson's Act 1 is a wonderfully natural and (with a few exceptions) simple narrative unfolding, with Alberto Remedios' Siegmund and his most lyrical "Willard White a Homing of tremulous manœuvres, and Josephine Barstow an intense, vocally distinctive Sieglinde of remarkable power and freedom (Miss Barstow must now pare away her moments of fussiness).

Anthony Rolfe's first London *Wotan* is, thus far, not much more than a strong not very eloquent baritone striding about the sage, and Marie Haywood Segal's substitute Brünnhilde offered a brave but faint sketch. Sarah Walker, apart from some clouded tone, is high drama, throws out Fricka's phrases, with splendid trenchancy; the team of warrior maidens is excellent.

I have left myself little space to go into the *Rhinegold* staging. Intentionally, for by and large it seemed to me so limp and dreary—a ragbag of secondhand, ineffective, or just plain silly Wagnerian notions—that to dwell on them would be to rub salt in every wound. But the order of the day—and, very likely, with the exception of Anne Collins, Anna Williams, King, and Nigel Douglas as a witty, rather dry Loge, the cast is not notable for its various kinds of inexpertise. This may seem a brutal dismissal; and when the WNO comes to London in December, that may be time for a second appraisal.

MAX LOPPERT

The central act, a vast library setting enclosing a mobile "crucible of action" in which the fugitive siblings play out their drama, proved more problematic (and, on Saturday, troublingly) bleak and crude in lighting plan; a collation of stimulation, reference points whose corporate purpose remained obscure. At this juncture, and given the general roughness of the stage management, it is permissible

to wonder whether Mr Pountney's whole scheme does not run the risk of domination by its technical wizardry (later on such doubts may well resolve themselves). Once again, a Wagnerian ring leaves me hungering for a stronger impingement of Wagner's immense physical world; this is Wagner enclosed and therefore, to some degree, constrained.

Against this complicated, intricate, and fascinating back-

ground, a foreground drama of admirable fidelity is enacted.

Act 1 is a wonderfully natural and (with a few exceptions) simple narrative unfolding, with Alberto Remedios' Siegmund and his most lyrical "Willard White a Homing of tremulous manœuvres, and Josephine Barstow an intense, vocally distinctive Sieglinde of remarkable power and freedom (Miss Barstow must now pare away her moments of fussiness).

Anthony Rolfe's first London *Wotan* is, thus far, not much more than a strong not very eloquent baritone striding about the sage, and Marie Haywood Segal's substitute Brünnhilde offered a brave but faint sketch. Sarah Walker, apart from some clouded tone, is high drama, throws out Fricka's phrases, with splendid trenchancy; the team of warrior maidens is excellent.

I have left myself little space to go into the *Rhinegold* staging. Intentionally, for by and large it seemed to me so limp and dreary—a ragbag of secondhand, ineffective, or just plain silly Wagnerian notions—that to dwell on them would be to rub salt in every wound. But the order of the day—and, very likely, with the exception of Anne Collins, Anna Williams, King, and Nigel Douglas as a witty, rather dry Loge, the cast is not notable for its various kinds of inexpertise. This may seem a brutal dismissal; and when the WNO comes to London in December, that may be time for a second appraisal.

MAX LOPPERT

One of these is that a sort of hippy bonhomie will suffice when you confront the major issues of the world. Nowhere is a sadness at this failing more marked than in a remarkable speech, delivered by Don Fellowes, about the betrayal of an immigrant American generation by the ship stances of their children.

Mr Edgar also writes a particularly good scene for Martin and his mother in the vicarage at Christmas time which catches exactly the pain of family falls-outs as children grow up and parents remember an ideal former cohesiveness.

Maydays/Barbican

Michael Coveney

David Edgar's magnificent new play for the Royal Shakespeare Company is an epic, lucidly plotted piece of writing that takes revolution as its theme and the particular fate of three characters as its subject. For a start, Ron Daniels' production is a silkily organized panorama moving in and out of efficient trucks as the landscape shifts from military barracks in Budapest during the 1956 uprising to a stunning site on a California railway line during the 1968 demonstrations of 1968, to a series of acidly observed bottle gardens and North London kitchen cabinets of the mid-1970s.

Jeremy Irons is an intelligent academic who wishes he'd been red and in Spain during the 1930s; his pupil, Martin Glass, is a vicar's son who becomes a Trotskyist after sporting a CND badge on his school cadet uniform; and Pavel Lermonov is a Russian officer in Hungary who is thrown into a labour camp for starting a petition in Moscow 12 years later and (with a few exceptions) simple narrative unfolding, with Alberto Remedios' Siegmund and his most lyrical "Willard White a Homing of tremulous manœuvres, and Josephine Barstow an intense, vocally distinctive Sieglinde of remarkable power and freedom (Miss Barstow must now pare away her moments of fussiness).

More successfully than any other recent British play, Maydays wrestles with the undeniably fact that liberty to say what you like is not quite the same thing as political liberation. It does so in a fatuous or brainless manner, but by charting how exactly comrades talk to each other, bow the

play to the softness of the myth attendant upon it.

One of these is that a sort of hippy bonhomie will suffice when you confront the major issues of the world. Nowhere is a sadness at this failing more marked than in a remarkable speech, delivered by Don Fellowes, about the betrayal of an immigrant American generation by the ship stances of their children.

Mr Edgar also writes a particularly good scene for Martin and his mother in the vicarage at Christmas time which catches exactly the pain of family falls-outs as children grow up and parents remember an ideal former cohesiveness.

All along, John Gunter's de-

sign is effective on the large-scale but equally fine on detail. Malcolm Storry as a charismatic Socialist Vanguard leader has the right leather jacket; denim, donkey jackets and woolly hats covered in badges are the English equivalent of hippy headscarves in California. We know exactly where we are with references to the miners' strike, the electricity cuts, Nixon's decision to ban the Test offensive.

The central trio are superbly played by Antony Sher as the cagily reticent Martin, John Shrapnel as Crowther who leaves the Party after Hungary, and Bob Peck as Lermontov, adjusting his finnet "English" Russian to faltering "Russian" English the minute he embraces his Hungarian protégé on a Frankfurt airfield.

Mr Edgar, who adapted Nicholas Nickleby for the RSC, has returned to top form in his original play since *Destry*, which was just an even-banded affair with no sense of the English right and racism. The evening is one of high suspense, the play does not glibly celebrate revolution, but points up the few of the myth attendant upon it.

One of these is that a sort of hippy bonhomie will suffice when you confront the major issues of the world. Nowhere is a sadness at this failing more marked than in a remarkable speech, delivered by Don Fellowes, about the betrayal of an immigrant American generation by the ship stances of their children.

The queen mother persuades Wagner to return to his realm, but one does not feel that Anna and Konrad will be happy ever after.

Modern producers seem shy

of operatic romanticism of the extreme kind and search for excuses. At Wexford, Stephen Pinchott offers an evening of pell-mell confusion. This spirit

is what is needed to bring out the best in the score.

EDWARD DEVEREUX

The 31st Wexford Festival opened on Thursday. True to form, the town's friendliness made up for the weather. "Soft Irish rain," said a consoling voice in the darkness, but one itself was not enough by itself to bring one dry on foot to the tiny Theatre Royal for two weeks or so becomes Wexford's resounding baa.

True to form again, the proceedings opened with an opera respected in theory but in practice little known outside its own country. Marschner's *Hans Heiling* is a cornerstone of German musical romanticism, Wagner was chorus master for the first production in 1833. This music marked him, as Weber's had marked Marschner. *Hans Heiling* is a strong piece, with solid reliability by Albert Rosen, was performed with relentless loudness. When Ingrid Steger as Gertrude quietly sang and bunned the *melodrama* of the earth spirits, the world falls in love with a simple peasant girl, Anna. In spite of the pleadings of his mother, the queen goes back to win Anna from her betrothed, the bumbusman Konrad. Out of his element things go wrong for Hans—Anna, tormented by suspicion of evil and visions of wealth, is torn between the claims for her heart. The queen mother persuades Hans to return to his realm. But Anna and Konrad will be happy ever after.

Hans Heiling is a Russian baritone Sergei Leifkrus, whose singing remarkably combines plumpness with incisiveness, firmness and unsparing force. His acting is still, Constance Cloward, denied much chance to establish Anna's personality, sang strongly. Much the same applies to Eduardo Alvarez as Konrad. As the queen, Malfred Salm was imposing but shrill.

German was used. What remained of the spoken dialogue was well done but some of the subtitles were unfortunately distorted. What about an audience already confronted with a marked discrepancy between the programme synopsis and what is seen on the stage?

Hans Heiling/Wexford Festival

Ronald Crichton

The 31st Wexford Festival opened on Thursday. True to form, the town's friendliness made up for the weather. "Soft Irish rain," said a consoling voice in the darkness, but one itself was not enough by itself to bring one dry on foot to the tiny Theatre Royal for two weeks or so becomes Wexford's resounding baa.

True to form again, the proceedings opened with an opera respected in theory but in practice little known outside its own country. Marschner's *Hans Heiling* is a cornerstone of German musical romanticism, Wagner was chorus master for the first production in 1833. This music marked him, as Weber's had marked Marschner. *Hans Heiling* is a strong piece, with solid reliability by Albert Rosen, was performed with relentless loudness. When Ingrid Steger as Gertrude quietly sang and bunned the *melodrama* of the earth spirits, the world falls in love with a simple peasant girl, Anna. In spite of the pleadings of his mother, the queen goes back to win Anna from her betrothed, the bumbusman Konrad. Out of his element things go wrong for Hans—Anna

FINANCIAL TIMES

BRACKEN HOUSE, CANNON STREET, LONDON EC4P 4BY
Telegrams: Finetimo, London PS4. Telex: 8954871
Telephone: 01-248 8000

Monday October 24 1983

Japan's trade dilemma

THE SIX-PART economic package which Japan unveiled last Friday was designed to deal with one go with a number of problems facing the government of Mr Yasuhiro Nakasone. The Y1,200bn tax cut incorporated in the package is Mr Nakasone's fulfilment of a pledge he made soon after becoming Prime Minister last November. Since it cannot be implemented without legislation, the tax cut may also force the opposition parties to end a boycott of proceedings in the Diet begun 10 days ago after the verdict of guilty on former Prime Minister Tanaka in the Lockheed bribery affair.

The proposed Y1,800bn increase in public works spending should prevent the public sector from exercising a negative impact on economic growth during the remainder of the fiscal year. Other parts of the package providing for tariff cuts and cheap import financing are meant to convince Japan's trade partners that it is concerned about the explosive growth of its trade surplus even if it cannot do much to reverse the trend.

The package may well turn out to be successful in achieving at least some of these specific targets. However it does not follow that the measures taken on Friday will have much impact on Japan's underlying economic problems. The biggest problem is that, while exports have been growing quite strongly since the spring, domestic demand is weak and the economy as a whole is becoming dangerously dependent on the external sector.

Biggest problem

GDP growth during the current fiscal year (ending next March) may increase by about 0.4 per cent as a result of the package. But overall growth will still be only 3.4 per cent. It now looks as if at least half of the growth may turn out to have come from overseas.

It exports keep the economy moving until the middle of next year domestic demand should eventually start to pick up as well. But there seems little hope that, when this happens, Japan's external surpluses will start to shrink. A more probable pattern for the future now seems to be a continuing year-to-year rise in the trade and current account surpluses with the current account possibly hitting as much as \$45bn by 1986 and the trade surplus approaching \$60bn.

One reason why Japan seems bound to continue running up bigger surpluses is that imports

tant structural changes are taking place in its economy. Japanese industry, which was once heavily dependent on imported raw materials and energy, is tending to use less or both as the emphasis shifts to new sectors with higher added value.

The trend towards a knowledge-intensive, rather than a materials-intensive, industrial structure should have freed resources for Japan to step up its imports of manufactured goods from other industrial countries. Japan's imports of manufactured goods, however, remain very low, partly because of what seems to be a natural lack of propensity to import and partly because of the persistently undervalued yen exchange rate.

Wide gap

The undervaluation of the yen, which will probably cut imports into Japan by as much as \$7bn during the current fiscal year, reflects a heavy outflow of long-term capital from Japan which, in turn, is the result of a wide gap between U.S. and Japanese interest rates. Japan could close this gap by sharply increasing its own interest rates but only at the cost of aborting the tentative recovery now under way in the economy. As the Bank of Japan's discount rate indicates, the government is moving in the opposite direction.

The interest rate gap between Japan and the U.S. may eventually be closed by natural forces within Japan itself (chiefly the need for the Government to borrow vast sums of money to finance the budget deficits). Until that happens other ways will have to be found of reducing the tensions caused by the growth of the Japanese trade surplus.

The measures which Japan can take now are to step up overseas procurement by the Government, to liberalise restraints on farm imports and to maximise the flow of Japanese manufacturing investment to Europe and the U.S. while encouraging foreign companies to expand their stake in Japanese industry. All of these steps have become urgent if Japan is to head off a crisis in relations with its foreign trade partners.

The large and growing trade surplus, based though it is on structural factors which cannot easily be changed, is a continuing invitation to protectionist action. Japan has to demonstrate through its economic and trade policies that it is doing everything in its power to strengthen the multilateral trading system.

How to improve numeracy

EFFORTS by British ministers to promote full public awareness of the importance of the rate of inflation have little chance of success. The same applied to employers' attempts to inform their workforces of the implications of the rate of pay increases. Research has shown that six in every ten people in the UK do not understand what such rates mean. Three in every ten do not even understand simple percentages.

Recruiting practices

Employers have long complained about the lack of numeracy in their recruits. Their usual response has been to blame the education system, and to exert to change, so that future generations are competent at least in the fundamentals of mathematics.

Although the recent study of mathematics teaching by the Cockcroft Committee has produced a detailed blueprint for improving numeracy among children of all levels of academic ability, a system as big and complicated as education is difficult to change in the heat of circumstances. Moreover, the recruiting practices of many employers help to imprison students in its prevailing largely ineffective methods.

In the hope of persuading employers to remove this added blockage the Education Secretary is writing today to the heads of 25,000 companies as well as to industrial and managerial associations, enclosing a condensed description of the Cockcroft blueprint which sets out how employers can best help.

The booklet explains, for example, the ill-effects of the increasing insistence that young recruits have a pass grade in maths at GCSE ordinary level or the equivalent. The schools tend to push the great majority of children through an O level syllabus which most of them do not have the mathematical aptitude to cope with. It contains elements such as algebra and complex trigonometry that very few even of the successful scholars will need to use in adult life. Meanwhile, alternative syllabuses tailoring mass

teaching to the less academic children are being dropped.

A second educational bugbear is the use by recruiters, particularly in engineering and large retailing companies, of their own or commercially produced maths tests as part of the selection process.

"Both the tests and the way in which they are applied vary considerably in professional circles," the booklet says.

Tests often concentrate on arithmetic skills "and ignore conceptual skills such as spatial awareness and an understanding of orders of magnitude approximation" which are of equal if not greater importance.

Shortcomings in these conceptual skills are probably less easily rectified in training than those in computation. A further irony is that, outside engineering and retailing, employers questioned by the committee mostly admitted that young recruits' deficiencies in mental arithmetic and other basic processes soon disappeared under the motivation provided by the job.

Active attention

The underlying problem is that despite the encouraging growth of links between schools and employing organisations, too many on either side remain ignorant of what the other is doing especially where maths is concerned.

Employers' selection tests have to be made more appropriate, while schools must identify the mathematical needs of various kinds of work and generate better practical aids to teaching. While closer liaison with the schools would inevitably cost employers some money and a lot of commitment, the resulting improvement in numeracy would be well worth the price.

This appeal by the Government to employers at large, for help with a fundamental educational problem, is probably unprecedented. It deserves the active attention of managers at the most senior level. Employing organisations which fail to respond can have no ground for future complaints about poor numeracy.

NISSAN Motor Company, the proverbially efficient Japanese car maker, has reached a critical turning point in its fortunes.

The company is halfway through a costly but so far unprofitable drive to turn itself from a purely Japanese manufacturer with a heavy dependence on overseas sales into a multinational with plants on all five continents.

Its share of the Japanese market has, however, been slipping for the past two years, and the effects of pouring money into overseas production ventures are beginning to show up on the balance sheet.

Nissan's proposal to build a major car plant in Britain on which a positive decision is now foregone conclusion, symbolises both the scale of the company's vision and the lengths to which it will go to realise it.

The UK project will make Nissan the first Japanese car maker with a custom-built car plant of its own in Europe. It would also be by far the largest manufacturing investment to come Britain's way in the past few years. But it could, at the same time, put a serious strain on a company which is already stretching itself in its bid to beat Toyota in the race to become a global car-maker.

The key to understanding where Nissan is trying to go is that the company has tended to see itself as the number one manufacturer in an industry where its market share only ranks it as number two—behind Toyota Motor.

The rivalry between the two companies stretches back decades: Nissan was enthusiastically importing U.S. technology to make cars in the 1950s when Toyota's car manufacturing operations amounted to little more than experimental conducted by a few engineers in a corner of the company's Louis workshop.

After the war, Nissan led Toyota by as much as ten years (according to Toyota's own executives) in the race to catch up with the Western car makers. In the 1970s it was Nissan, not Toyota, which first realised the need to invest in a new generation of front-engined front-wheel drive cars to beat

Nissan executives have never put a definite figure on the number of cars the company would need to make overseas in order to reach this target, although it is believed to be around 800,000 and in. They have, however, revealed that the company has drastically increased its overseas investment during the past few years as a first step towards acquiring such capacity.

Nissan's overseas capital investments (as opposed to loans, which are considerably larger) expanded from Y11.5bn in 1980 to an estimated Y75bn

in the 1980s, with domestic demand for cars almost flat and with many of Nissan's overseas markets putting up barriers against direct exports.

The basis of Nissan's overseas expansion programme, started after the forceful and extrovert Mr Takashi Ishihara took over as President in 1977, is that Nissan should aim to raise its world market share from 7 per cent today to 10 per cent in the early 1990s, primarily by stepping up its ability to build cars outside Japan.

Mr Kawamata's role at the Kedanren and Nissan's Tokyo base have tended to give the company a bigger say in the motor industry's dealings with the rest of the Japanese establishment than Toyota. But all the prestige points have never quite made up for the fact that, while Nissan holds a 20 per cent share of the Japanese domestic car market, Toyota has maintained a share nudging 40 per cent for well over a decade.

In the high growth era of the 1960s and the early 1970s, when Japan's domestic car market was expanding by around 15 per cent a year, Nissan could possibly have overtaken Toyota by simply investing in expanding production for the home market.

But this option no longer exists in the 1980s, with domestic demand for cars almost flat and with many of Nissan's overseas markets putting up barriers against direct exports.

To complete the picture of Nissan's pre-eminence it is Chairman, Mr Katsumi Kawamata, who holds the office of Vice Chairman of the Kedanren (Japan's much more powerful and prestigious equivalent of the Confederation of British Industry). Toyota's Mr Eiji Toyoda holds only a directorship.

Mr Kawamata's role at the Kedanren and Nissan's Tokyo base have tended to give the company a bigger say in the motor industry's dealings with the rest of the Japanese establishment than Toyota. But all the prestige points have never quite made up for the fact that, while Nissan holds a 20 per cent share of the Japanese domestic car market, Toyota has maintained a share nudging 40 per cent for well over a decade.

According to Mr Masataka Okuma, Nissan's recently-retired executive vice-president in charge of international operations, most of the new overseas work starts on the UK project, whose total cost will probably far exceed the official estimate of Y150bn. Spending will be phased over several years and can be fitted into the company's financial plan fairly comfortably, even though the returns are likely to be slow.

According to Mr Masataka Okuma, Nissan's recently-retired executive vice-president in charge of international operations, most of the new overseas work starts on the UK project, whose total cost will probably far exceed the official estimate of Y150bn. Spending will be phased over several years and can be fitted into the company's financial plan fairly comfortably, even though the returns are likely to be slow.

According to Mr Masataka Okuma, Nissan's recently-retired executive vice-president in charge of international operations, most of the new overseas work starts on the UK project, whose total cost will probably far exceed the official estimate of Y150bn. Spending will be phased over several years and can be fitted into the company's financial plan fairly comfortably, even though the returns are likely to be slow.

According to Mr Masataka Okuma, Nissan's recently-retired executive vice-president in charge of international operations, most of the new overseas work starts on the UK project, whose total cost will probably far exceed the official estimate of Y150bn. Spending will be phased over several years and can be fitted into the company's financial plan fairly comfortably, even though the returns are likely to be slow.

According to Mr Masataka Okuma, Nissan's recently-retired executive vice-president in charge of international operations, most of the new overseas work starts on the UK project, whose total cost will probably far exceed the official estimate of Y150bn. Spending will be phased over several years and can be fitted into the company's financial plan fairly comfortably, even though the returns are likely to be slow.

According to Mr Masataka Okuma, Nissan's recently-retired executive vice-president in charge of international operations, most of the new overseas work starts on the UK project, whose total cost will probably far exceed the official estimate of Y150bn. Spending will be phased over several years and can be fitted into the company's financial plan fairly comfortably, even though the returns are likely to be slow.

According to Mr Masataka Okuma, Nissan's recently-retired executive vice-president in charge of international operations, most of the new overseas work starts on the UK project, whose total cost will probably far exceed the official estimate of Y150bn. Spending will be phased over several years and can be fitted into the company's financial plan fairly comfortably, even though the returns are likely to be slow.

According to Mr Masataka Okuma, Nissan's recently-retired executive vice-president in charge of international operations, most of the new overseas work starts on the UK project, whose total cost will probably far exceed the official estimate of Y150bn. Spending will be phased over several years and can be fitted into the company's financial plan fairly comfortably, even though the returns are likely to be slow.

According to Mr Masataka Okuma, Nissan's recently-retired executive vice-president in charge of international operations, most of the new overseas work starts on the UK project, whose total cost will probably far exceed the official estimate of Y150bn. Spending will be phased over several years and can be fitted into the company's financial plan fairly comfortably, even though the returns are likely to be slow.

According to Mr Masataka Okuma, Nissan's recently-retired executive vice-president in charge of international operations, most of the new overseas work starts on the UK project, whose total cost will probably far exceed the official estimate of Y150bn. Spending will be phased over several years and can be fitted into the company's financial plan fairly comfortably, even though the returns are likely to be slow.

According to Mr Masataka Okuma, Nissan's recently-retired executive vice-president in charge of international operations, most of the new overseas work starts on the UK project, whose total cost will probably far exceed the official estimate of Y150bn. Spending will be phased over several years and can be fitted into the company's financial plan fairly comfortably, even though the returns are likely to be slow.

According to Mr Masataka Okuma, Nissan's recently-retired executive vice-president in charge of international operations, most of the new overseas work starts on the UK project, whose total cost will probably far exceed the official estimate of Y150bn. Spending will be phased over several years and can be fitted into the company's financial plan fairly comfortably, even though the returns are likely to be slow.

According to Mr Masataka Okuma, Nissan's recently-retired executive vice-president in charge of international operations, most of the new overseas work starts on the UK project, whose total cost will probably far exceed the official estimate of Y150bn. Spending will be phased over several years and can be fitted into the company's financial plan fairly comfortably, even though the returns are likely to be slow.

According to Mr Masataka Okuma, Nissan's recently-retired executive vice-president in charge of international operations, most of the new overseas work starts on the UK project, whose total cost will probably far exceed the official estimate of Y150bn. Spending will be phased over several years and can be fitted into the company's financial plan fairly comfortably, even though the returns are likely to be slow.

According to Mr Masataka Okuma, Nissan's recently-retired executive vice-president in charge of international operations, most of the new overseas work starts on the UK project, whose total cost will probably far exceed the official estimate of Y150bn. Spending will be phased over several years and can be fitted into the company's financial plan fairly comfortably, even though the returns are likely to be slow.

According to Mr Masataka Okuma, Nissan's recently-retired executive vice-president in charge of international operations, most of the new overseas work starts on the UK project, whose total cost will probably far exceed the official estimate of Y150bn. Spending will be phased over several years and can be fitted into the company's financial plan fairly comfortably, even though the returns are likely to be slow.

According to Mr Masataka Okuma, Nissan's recently-retired executive vice-president in charge of international operations, most of the new overseas work starts on the UK project, whose total cost will probably far exceed the official estimate of Y150bn. Spending will be phased over several years and can be fitted into the company's financial plan fairly comfortably, even though the returns are likely to be slow.

According to Mr Masataka Okuma, Nissan's recently-retired executive vice-president in charge of international operations, most of the new overseas work starts on the UK project, whose total cost will probably far exceed the official estimate of Y150bn. Spending will be phased over several years and can be fitted into the company's financial plan fairly comfortably, even though the returns are likely to be slow.

According to Mr Masataka Okuma, Nissan's recently-retired executive vice-president in charge of international operations, most of the new overseas work starts on the UK project, whose total cost will probably far exceed the official estimate of Y150bn. Spending will be phased over several years and can be fitted into the company's financial plan fairly comfortably, even though the returns are likely to be slow.

According to Mr Masataka Okuma, Nissan's recently-retired executive vice-president in charge of international operations, most of the new overseas work starts on the UK project, whose total cost will probably far exceed the official estimate of Y150bn. Spending will be phased over several years and can be fitted into the company's financial plan fairly comfortably, even though the returns are likely to be slow.

According to Mr Masataka Okuma, Nissan's recently-retired executive vice-president in charge of international operations, most of the new overseas work starts on the UK project, whose total cost will probably far exceed the official estimate of Y150bn. Spending will be phased over several years and can be fitted into the company's financial plan fairly comfortably, even though the returns are likely to be slow.

According to Mr Masataka Okuma, Nissan's recently-retired executive vice-president in charge of international operations, most of the new overseas work starts on the UK project, whose total cost will probably far exceed the official estimate of Y150bn. Spending will be phased over several years and can be fitted into the company's financial plan fairly comfortably, even though the returns are likely to be slow.

According to Mr Masataka Okuma, Nissan's recently-retired executive vice-president in charge of international operations, most of the new overseas work starts on the UK project, whose total cost will probably far exceed the official estimate of Y150bn. Spending will be phased over several years and can be fitted into the company's financial plan fairly comfortably, even though the returns are likely to be slow.

According to Mr Masataka Okuma, Nissan's recently-retired executive vice-president in charge of international operations, most of the new overseas work starts on the UK project, whose total cost will probably far exceed the official estimate of Y150bn. Spending will be phased over several years and can be fitted into the company's financial plan fairly comfortably, even though the returns are likely to be slow.

According to Mr Masataka Okuma, Nissan's recently-retired executive vice-president in charge of international operations, most of the new overseas work starts on the UK project, whose total cost will probably far exceed the official estimate of Y150bn. Spending will be phased over several years and can be fitted into the company's financial plan fairly comfortably, even though the returns are likely to be slow.

According to Mr Masataka Okuma, Nissan's recently-retired executive vice-president in charge of international operations, most of the new overseas work starts on the UK project, whose total cost will probably far exceed the official estimate of Y150bn. Spending will be phased over several years and can be fitted into the company's financial plan fairly comfortably, even though the returns are likely to be slow.

According to Mr Masataka Okuma, Nissan's recently-retired executive vice-president in charge of international operations, most of the new overseas work starts on the UK project, whose total cost will probably far exceed the official estimate of Y150bn. Spending will be phased over several years and can be fitted into the company's financial plan fairly comfortably, even though the returns are likely to be slow.

According to Mr Masataka Okuma, Nissan's recently-retired executive vice-president in charge of international operations, most of the new overseas work starts on the UK project, whose total cost will probably far exceed the official estimate of Y150bn. Spending will be phased over several years and can be fitted into the company's financial plan fairly comfortably, even though the returns are likely to be slow.

According to Mr Masataka Okuma, Nissan's recently-retired executive vice-president in charge of international operations, most of the new overseas work starts on the UK project, whose total cost will probably far exceed the official estimate of Y150bn. Spending will be phased over several years and can be fitted into the company's financial plan fairly comfortably, even though the returns are likely to be slow.

According to Mr Masataka Okuma, Nissan's recently-retired executive vice-president in charge of international operations, most of the new overseas work starts on the UK project, whose total cost will probably far exceed the official estimate of Y150bn. Spending will be phased over several years and can be fitted into the company's financial plan fairly comfortably, even though the returns are likely to be slow.

According to Mr

Foreign Affairs: Arms Control

Think again, Mrs Thatcher

By Ian Davidson

EVER SINCE Nato took its twin-track decision in 1979, and relentlessly since last December, the Soviet Union has been trying to use the Euromissile negotiations in Geneva as a lever to impale the British and French nuclear deterrent forces.

The primary purpose of this ploy is obvious: if the British and French forces were to be balanced, under treaty restraints, against a certain number of Soviet SS 20 missiles, the U.S. would effectively be hampered from deploying any comparable missiles of its own in Europe. Such a deal would be a massive first step in decoupling the U.S. strategic alliance from the protection of Europe.

Washington, London and Paris have repeatedly rejected such a deal, and President Mitterrand and Mrs Thatcher reiterated their rejection, loudly and in unison, at their joint press conference last Friday.

The purposes of their public display of unanimity were, no doubt, to show the Russians that neither government is being panicked by Moscow's negotiating ploy; to place once more before their domestic electorates the argument that these last-ditch national deterrents are different in kind and in purpose from the SS 20s, which are only a small part of the enormous Soviet arsenal; and to demonstrate Nato solidarity as the West German Bundeswehr braces itself for its Euromissile debate on November 21.

Yet at the same time, there is no doubt that the Russian negotiating ploy, even though it is only a ploy in the Euromissile context, and a pretty transparent one at that, has taken on an autonomous life of its own. For it has focused attention on two facts: first, that Britain and France are not participating in the nuclear arms negotiations between the super-powers in Geneva, and second, that while these super-powers are talking or pretending to talk about reductions in their arsenals, Britain and France are planning very large increases in theirs.

As of now, the British and French governments have tended to treat this problem as if it were not serious, or at the very least not pressing. Mrs Thatcher on Friday repeated the standard British line, that



President Mitterrand and Mrs Margaret Thatcher at their London Press conference last week

the important thing is to concentrate on getting down the enormous number of nuclear weapons held by the super-powers, before turning to the (much smaller) British and French systems; which implies that Britain need not address the issue until the super-powers have reached a reduction agreement.

President Mitterrand said that the French and British positions were almost identical; in fact the French position is even less forthcoming.

At the UN last month he laid down three conditions which would have to be fulfilled before France would agree to join negotiations with the other four nuclear powers. Not merely did he demand an agreement on equal conventional forces in Europe and a ban on anti-missile and anti-satellite weapons, he even required "a correction of the fundamental difference, quantitative and qualitative, which separates the weapons of the super-powers from those of the other countries."

The trouble with the first condition is that Mutual and Balanced Force talks (MBFR) have dragged on in Vienna for over 10 years without result. The trouble with the second is that President Reagan is enthusiastically exploring the possibilities of hi-tech anti-

missile weapons. The third would involve increases or reductions in national arsenals of a magnitude that is not on anyone's agenda.

Yet simply to pose tough pre-conditions in this way is almost certainly an inadequate response to the Soviet negotiating tactic. President Mitterrand came very close to admitting as much on Friday, when he warned that the Russians would use the British and French systems as an excuse for deadlock in the Geneva talks.

It may be, indeed, is wholly

inappropriate that the British and French forces should be bargained in the Euromissile talks. But it is not at all satisfactory for Nato that quite large numbers of European citizens, desperately worried by the prospective sale of big and better missiles, should come to accept the idea that Britain and France are somehow to blame.

It is not at all clear whether Soviet manipulation of British and French nuclear numbers is just a negotiating ploy, or whether it is also an indication that the systems are a serious political concern to Moscow. Certainly, in the first SALT negotiations, the Russians tried to get a handle on the British and French systems.

There have also been indications that the Russians are concerned that they are con-

flicting by four nuclear powers, all hostile.

"A valid assumption to proceed from," according to Col Jonathan Alford of the International Institute for Strategic Studies, "is that the Soviet Union is serious to this extent that the exclusion of British and French nuclear forces from all arms control negotiations is now unacceptable."

"The two governments," he says, in an article in the current issue of International Affairs, "must go much further than they have done so far to demonstrate an arms control policy that makes sense to their publics to the rest of Europe, to the United States and to the Soviet Union. If they do not, they will come to be seen as one of the obstacles to agreement and thus come under great political pressure from all sides."

Col Alford does not suggest that the British and France should share the super-power status at the strategic arms negotiations in Geneva. Instead his recipe is that they should now quickly prepare for unilateral public commitments to place limits on their warhead numbers if the super-powers do the same to reduce these ceilings if the super-powers reduce them.

Dr David Owen, leader of the Social Democratic Party, has also argued the case for British participation in the arms control process. In a speech last week to the Royal United Services Institute, he urged that the UK should negotiate a warhead ceiling for a minimum deterrent, either as part of the Geneva talks or in a bilateral deal with the Soviet Union.

The objections to the Thatcher-Mitterrand position are more serious. It may be true, in theory, that a British-French contribution to the arms control process would in the end be contingent on an agreement between the super-powers. But the West needs progress in arms control, not as a favour to the Russians, nor even because there is any immediate threat to the stability of the nuclear balance, but in order to calm the controversy over defence posture which has already produced a yawning fissure in the traditional German consensus.

There is nothing to be lost, and a lot to be gained, from voluntary demonstration of goodwill, now, instead of waiting until it is dragged out of us.

IBM has now given the clearest possible notice of its intention to continue to dominate—totally—the world of business data processing.

Last week's announcement began innocuously enough: "Once system enhancements," it read, "New, more powerful personal computers . . ." Yet before the end of the second line, everybody in the computer industry knew that "Big Blue" had done it again.

What IBM, eighth in the Fortune 500 with a turnover last year of \$44bn, had done was to announce two new personal business computers just when everybody was expecting it to unveil its new low-priced home machine. In so doing it has dealt the rest of the computing world a blow from which it will be exceedingly difficult to recover.

That single announcement from the company's Rye Brook, New York, offices, spelled out the scale of the defeat now facing its principal rivals in the personal computer business, wretchedly footed many of those whose job it is to predict the moves of the world's computer market made it clear to the business world that it will be getting its information technology in the future primarily courtesy of IBM.

Over dramatic? Well, consider these comments from industry specialists: "There is no reason to think about anybody else's hardware," says one. "Now there is no excuse for not using IBM hardware," says another.

Some have likened the situation to the motor industry in the early part of the century with a few massive groups emerging from a motley collection of small manufacturers. Everybody agrees that the personal computer business is at the beginning of just such a shake-out; what makes the story different is the dominance that IBM has exerted in data processing for over three decades. The market has decided to re-establish its standards.

And this time, he is leaving few gaps or market niches in which competitors can shelter.

The message IBM wants us all to bear is clear and simple: if you need a personal computer on your desk, there is no need to look further than the IBM PC, for most business uses.

IBM's assault on the personal computer marketplace came in two devastating waves. The first, the launch of the PC in 1981, took customers, in the words of Mr David Crockett, president of Dataquest, the international consultancy, "from confusion to safety." IBM had said personal computing was all right!

Business managers heaved sighs of relief and bought the machine in thousands.

But the PC, good as it was,

lacked desirable features which other companies said they could provide. The ability, for example, to display more than one document on the screen at any one time — essential for report writing. The ability to "talk" directly to the company mainframe computer so that company information could be distributed to individual executives for processing on their own machines.

Computer manufacturers like Xerox with the "Star," Apple with its "Lisa" and software houses like Peachtree and Microsoft were making claims to be able to give their customers these facilities, state-of-the-art though they were. This was their rationale for survival.

In Tuesday's announcement IBM claimed its new machine could display up to seven separate documents and talk directly to IBM mainframes for being seen as predators. One problem facing competitors is a shortage of components—because IBM has secured most of the available stocks.

Yet any monopoly is at risk from people anxious to see it broken up, and IBM is no exception. If its dominance became to be seen as oppressive, it could pay a high price for its success.

However, it must be said for the company that it has established standards which have allowed progress in data processing which was unattainable in any other way.

One indication of the way the IBM will dominate business: all the major banks are gearing up to allow corporate customers to talk directly to their computers using terminals in their offices; with few exceptions, the terminal of choice is the IBM PC.

World Computer Markets

How the king is tightening his grip on the throne

By Alan Cane



"Unexpectedly low shipments of personal computers" is the company's official reason.

Meanwhile IBM will have 30 per cent of the world market for PCs by the end of this year. Its Personal Computer (PC) is thought to account for as much as 5 per cent of its revenues.

Some have likened the situation to the motor industry in the early part of the century with a few massive groups emerging from a motley collection of small manufacturers.

Everybody agrees that the personal computer business is at the beginning of just such a shake-out; what makes the story different is the dominance that IBM has exerted in data processing for over three decades.

In Tuesday's announcement IBM claimed its new machine could display up to seven separate documents and talk directly to IBM mainframes for being seen as predators. One problem facing competitors is a shortage of components—because IBM has secured most of the available stocks.

Yet any monopoly is at risk from people anxious to see it broken up, and IBM is no exception. If its dominance became to be seen as oppressive, it could pay a high price for its success.

However, it must be said for the company that it has established standards which have allowed progress in data processing which was unattainable in any other way.

One indication of the way the IBM will dominate business: all the major banks are gearing up to allow corporate customers to talk directly to their computers using terminals in their offices; with few exceptions, the terminal of choice is the IBM PC.

IBM is saying the personal computer is no longer a new, fancy gadget for trendy executives. It is simply an intelligent terminal, an extension of IBM's computing power that reaches right on to the customer's desk.

What can stop IBM's relentless domination of the business desk top? Very little, it seems. Companies like Wang with special credibility in office systems may survive but not for long. Their purpose, however, goes beyond the business desk top. It is already through massive investment in manufacturing technology, the lowest cost producer of all (with prospects of more to come: Dataquest estimates that the 200 chips needed for today's PC could be reduced to 20 or 25 using the latest technology).

It is making up for its weakness in software through deals with independent software producers (although the software which distinguishes the new machines is claimed to be IBM's own).

So the technological balance is on IBM's side. Politically, the story is much less clearcut. Many observers attribute IBM's visible aggression in the marketplace to relief and a sense of freedom following the dropping of the Justice Department's extended antitrust case against it.

All the cards are in IBM's hand

There is little sign that anything other than election has been the response within IBM in the U.S. to the success of the PC. In Europe, traditionally less aggressive and with the EEC still eying the company carefully, IBM people are noticeably more cautious of being seen as predators. One problem facing competitors is a shortage of components—because IBM has secured most of the available stocks.

Yet any monopoly is at risk from people anxious to see it broken up, and IBM is no exception. If its dominance became to be seen as oppressive, it could pay a high price for its success.

However, it must be said for the company that it has established standards which have allowed progress in data processing which was unattainable in any other way.

One indication of the way the IBM will dominate business: all the major banks are gearing up to allow corporate customers to talk directly to their computers using terminals in their offices; with few exceptions, the terminal of choice is the IBM PC.

Letters to the Editor

Continuing prejudice against retailing

From the Managing Director of Tesco.

Sir—What an intriguing insight! "An expensive search for the right formula" (October 18) provides into the continuing prejudice against the distribution of trades. While identifying "regional policy's long-standing tendency to exclude the service industries" (allocated only 0.3 per cent of the regional development budget last year), the article later notes that "a review of current policies could include in the grant schemes 'individual classifications now excluded, such as banking, financial services and tourism.'

Perhaps the omission of retailing was inadvertent. Perhaps the industry will be included in any future review. If not, if the historic prejudice against

"trade" (that you can get anywhere in it, as long as you get out of it!) is again perpetuated; if the industry is condemned to remain a "no go" sector of decision taking, then it will militate powerfully against the Government's stated ambitions for regional and urban renewal.

For more than six years my company has focused the attention of successive administrations on the contradiction that while Government continues to invoke the retailers' support for their counter-inflation and development policies, they continually deny the industry any financial support whatever to further their own goals.

Such a situation cannot continue indefinitely. Indeed, there is mounting evidence

that certain sections of the industry are already minimising their development risks by concentrating investment in areas of high, or at least stable disposable income—at the expense of those areas and regions most in need of such investment.

Surely, in view of the fact that distribution now employs some 2.5m men and women (a fifth of whom are school leavers) and generates more than 10 per cent of GDP, it is time that Government recognises the prejudices that flaws its own policies in their search for the right regional formula.

John Lyons,
Station House,
Fox Lane North,
Chertsey, Surrey

Cost of a free lunch

From Mr D. A. Beal.

Sir—Hardly a day seems to go by without some mention in the financial Press of shares in individual companies being moved by conversations which take place between stockbrokers, certain selected institutional representatives and the chairman or other senior executive of a public company. One

that springs to mind in recent days was a 5 per cent jump in the shares of Unigate on a day when the market was down.

The clear impression created by this behaviour is that information is being made available to a privileged few instead of to the shareholders who own the company. It remains an absolute fact of life that there is no such thing as a free lunch and resultant damage on inside information merely shifts the cost of those lunch rooms on to somebody else.

D. A. Beal,
The Clock House,
East Anstey,
Tiverton, Devon.

Budget in Italy

From Mr O. Brami.

Sir.—When discussing the Budget of the Italian Government in a very prominently placed article (October 1) you attributed it to "the Italian Socialist Government" of Sig Craxi.

This is an astonishingly misleading description considering that we are concerned with a five-party coalition and a Prime Minister whose Socialist Party enjoyed in the last election only the support of approximately 11 per cent of the electorate.

Italy has a system of undiluted proportional representation. For a variety of reasons the Christian Democrats, with some 36 per cent of the votes, have now on two consecutive occasions not supplied the Prime Minister. I only hope that in Sig Spadolini's days you did not, by the same token, refer to a "Republican Party" Government.

O. Brami,
S. Lorenzo,
52045 Monti S Savino (AR)

Links with Labour Party

From the General Secretary, Engineers' and Managers' Association.

Sir.—Philip Bassett's report of our Conference debate on the TUC and its links with the Labour Party (October 17) was quite fair but the headline under which his report was published—"TUC urged to weaken Labour links," was not.

The resolution passed by our Conference did not ask the TUC to weaken its links with the Labour Party. It expressed our members' concern that during the four years of the first Conservative administration from 1979 to 1983 too many of the TUC's policies were directed to what should be done by the next Labour Government, on the assumption that one would be automatically elected, thus neglecting the need for the TUC to look after its members' interests in the absence of a

church service and found it quite beautiful.

Holidays in Russia

From Mrs Peta Colm.

Sir.—I read with consternation the article by Mary Anne Sieghart "Some sorry tales of travelling in Russia" (October 15).

I had 15 days in Moscow and Leningrad in June this year. I did go by Intourist, by Aeroflot. We were certainly not "herded around." I made many journeys through both towns entirely on my own, by metro and by trolley-bus. The taxi drivers I met were only too happy to take me to my destination. I did get lost several times and policemen and non-official Russians went out of their way to help me. Twice I attended a church service and found it quite beautiful.

Ken Gill,
Onslow Hill,
Little Green,
Richmond, Surrey.

Myth about refining oil

From Mr R. S. Musgrave.

Sir.—It is an ever popular

idea that raw materials should be processed in their country of origin, and so on.

Prof Odell (October 13) was advocating that more North Sea oil should necessarily be refined in Britain. There is no particular reason for refining North Sea oil on the west coast of the North Sea (ie in Britain) rather than on its east coast, its south coast or anywhere else.

As Prof Odell's suggestion that transporting crude oil to distant locations for refining pushes up costs, this implies that the profit motivates oil multi-nationals need advice on how to weigh transport against other considerations.

Finally, his suggestion that some sort of artificial incentive to refine in Britain would raise employment and GDP, amounts to advocating an import control/export subsidy. The flaws in this argument are well known to anyone who has studied economics, but evidently not to Prof Odell.

R. S. Musgrave,<br

Associate offices in New York and Antwerp.
St Quintin
Tel: 01-236 4040
Telex: 8812619
City: West End, Leeds & Brussels.

FINANCIAL TIMES

Monday October 24 1983

Inner city solutions

City of Kingston upon Hull

Terry Byland on Wall Street

Rail stocks steaming ahead

STOCKS in the major U.S. railroad companies which advanced strongly when Wall Street started to search for shares which would be likely to benefit from the second phase of the economic recovery, have retained their poise during the more difficult trading conditions of the past fortnight.

The quarterly reporting season opened last week with results from Union Pacific, Santa Fe Industries and Southern Pacific, and some analysts are already wondering whether recent stock performances have done justice to the growing business on the nation's railroads.

The Dow Jones Transportation average has advanced by 0.8 per cent over the past fortnight, against a similar fall in the Dow Jones 30-stock Industrial average. But the Dow Transportation average takes in the airlines, which have had good reasons of their own for volatility recently, and may not do full justice to the railroads.

Burlington Northern, which links the midwest with the Pacific northwest and the Gulf of Mexico, has attracted most of the attention of investors and analysts of late. The stock has moved up by 6.6 per cent to a new peak over the past fortnight and has been the subject of a strong "buy" recommendation by Mr András Petery of Morgan Stanley, which was headed, "Burlington Northern - moving like a runaway freight train."

Other rail stocks have behaved less excitingly although CSX and Union Pacific have remained near their peak levels. Both Southern Pacific and Santa Fe have been bedevilled by their disclosure of a much predicted merger agreement, complicated by Santa Fe's hint of interest in buying Conrail.

The stock market accorded a warm reception last week to Union Pacific's announcement of a 43 per cent jump in earnings for the third quarter. Santa Fe's results were less inspiring, but the board was able to point to the upturn in rail traffic, adding that October had made a promising start.

These results bear out the latest statistics from the industry, which suggest that the upturn in rail traffic may be stronger than indicated by the general view in the stock market that railroads are bound to become busier as U.S. industry recovers.

Total rail freight, measured by freightcar loadings as compiled by Mr Robert Long of First Boston Corporation was 16 per cent up in September by comparison with a year ago. But some of the industry sectors make interesting additions to this overall picture.

Cargo shipments, which make up about one quarter of the total, have been considerably stronger than expected this summer, partly because the extreme heat pushed up demand at the power stations as Americans turned up their air conditioning, and partly because U.S. coal exports have recovered more quickly than expected.

The upshot is that coal shipments by rail reached 438.1m freightcar loads in September, 4.5 per cent up on the year. The rapidity of the upturn was more clearly disclosed in the August total, which was 20 per cent up on July's figure.

More surprising perhaps is the sharp jump in shipments of grain, which in September totalled 115.7m car loads, a gain of 42.4 per cent on the same month a year ago. Of course, a year ago the U.S. farm industry was already feeling the savage recession which has brought a wave of farming bankruptcies and the Federal Payment in Kind (Pik) programme. But the increase is all the more impressive for that reason.

What may be happening, suggests Mr Petery of Morgan Stanley, is that the sharp rise in corn and soybean prices between January and September has spurred the farmers to sell off the grain acquired under the Pik scheme. This would explain how a much publicised cut in grain plantings is also accompanied by increased shipments of grain for sale.

Other freight areas showing substantial increases require less explanation. They include motor vehicles, up 40 per cent and metals and similar products, up 20 per cent. Taken together these categories account for 43 per cent of total rail shipments.

Against this background, Burlington Northern, whose stock has jumped by a further 7 per cent since the news a week ago of a 35 per cent gain in earnings in the third quarter, seems to have plenty of steam left.

Forty seven per cent of Burlington's freight is in coal, grain and other farm products and motor cars, and all these sectors show healthy traffic increases.

In addition, Burlington has apparently brought off the extraordinarily favourable purchase of El Paso, the natural gas company, at a price rejected 10 months ago by the El Paso board as too low.

PEACEFUL DEMONSTRATIONS THROUGHOUT WESTERN EUROPE

Anti-missile marches attract 2m

Reports by Ian Rodger in London, James Buchan in Bonn, James Buxton in Rome, Paul Bettis in Paris and Paul Cheeseright in Brussels

MORE THAN 2m people marched, sang, listened to speeches and formed human chains in a series of large demonstrations throughout Western Europe at the weekend against the imminent installation of cruise and Pershing nuclear missiles by the Nato powers.

With few exceptions, notably an attempt to blockade a building in Hamburg belonging to the Axel Springer publishing group, the demonstrations were peaceful and orderly. The largest were in Bonn, London and Rome on Saturday and in Brussels and Madrid yesterday.

In London, police had to split demonstrators into three groups rather than two, as planned, for a march to a Hyde Park rally. Police estimated the attendance at about 200,000. Mrs Joan Ruddock, chairman of the Campaign for Nuclear Disarmament, claimed the turnout showed that "the peace movement intends to remain in the centre of British life".

In West Germany, despite the heavy demonstrations on Saturday in several cities, there was an undercurrent of uncertainty about the future of the peace movement, which erupted in a poisonous quarrel between Herr Brandt, the chairman of the Social Democrat party, and Frau Petra Kelly, a spokesman for the Greens in Parliament.

Fran Kelly accused Herr Brandt of breaking his word to the peace movement by refraining from unconditional rejection of nuclear weapons. She warned the SPD against trying to take over an independent movement only to betray it.

The Italian peace movement is likely to be considerably encouraged by the 500,000 turnout for Saturday's rally in Rome. Most of those taking part were members of the Italian Communist Party, whose customarily efficient organisation had brought in demonstrators from all parts of Italy. But members of Roman Catholic organisations, also nuns and monks, took part.

The Vatican Radio yesterday tried to play down the importance of the demonstrations in Europe warning Catholics against being manipulated" and implying that the size of the turnout reflected more solidarity with the Communist Party than opposition to the missiles.

The demonstrations in France were marked by a general sense of public apathy. The demonstrators were split, with the Communist Party's Mouvement de la Paix, linking the U.S. and Soviet embassies. The longest human chain of the weekend stretched over 80 miles from Stuttgart, West Germany to Neu Ulm, the site of the U.S. Army European command centre.

The Socialist Government opposed the demonstrations. President François Mitterrand remarked in London on Friday that "the peace movement is in Western Europe but the missiles are in Eastern Europe".

Belgian parliamentarians from all parties except the right-wing Liberals – now in Government – were observed in yesterday's crowds. They included former ministers from the Christian Demo-

critics, the majority partner in the present ruling coalition.

The Government is delaying a decision on the deployment of missiles in the country, which is at the heart of the Nato system, until the outcome of the Geneva talks is known, but it has made clear that it wants to stick by its Nato commitments.

Elsewhere in Europe, there were big demonstrations in Vienna, where approximately 50,000 attended a rally on Saturday and 5,000 formed a human chain virtually linking the U.S. and Soviet embassies. The longest human chain of the weekend stretched over 80 miles from Stuttgart, West Germany to Neu Ulm, the site of the U.S. Army European command centre.

There were also official anti-nuclear demonstrations in some Eastern European cities. In Prague, three members of the Italian Communist Party were arrested after demonstrating for life, peace and disarmament.

Peace movement rallies also took place in many U.S. and Canadian cities at the weekend.

EEC calls for dialogue with Soviet Union, Page 3

U.S. recognises need to spread burden of international debts

BY STEWART FLEMING IN WASHINGTON

THE REAGAN Administration is trying to head off what it sees as mounting pressure for a so-called "global solution" to the developing world's debt difficulties.

It is determined to stick with its current country-by-country approach. At the same time, it recognises that a third phase of the debt problem over the next 10 years will involve a broader strategy than the current approach, which relies heavily on commercial bank finance.

According to a senior administration official, who asked not to be identified, Argentina and Brazil will in the next few weeks provide a real test for the current second phase in handling the debt crisis. This has been characterised by the need to get IMF-supervised economic adjustment programmes in place in major debtor countries, and to back them with adequate financial packages with commercial banks.

In the third phase of the debt problem which, assuming the current difficulties in Brazil and Argentina are resolved, could begin early in 1984, the Administration recognises that new initiatives will be needed to spread the financial burden.

During this period of up to 10 years, it is hoped new medium-term lenders such as life assurance companies will come into the international market, with banks offering longer grace periods on their loans.

The first phase, according to the official, was seen as the scramble to put together financial rescue packages in the wake of Mexico's liquidity crisis last year.

Brasilia must support IMF austerity plan, Page 3; capital markets, Page 21

and with the debtor countries seeking to raise new finance through, for example, the public sale of nationalised concerns such as Petrobras, the Brazilian state oil company.

In disclosing some of its views on the longer-term debt outlook, the Reagan Administration appears to be reacting to concern that confidence in the current strategy is waning, especially given that there are doubts outside Washington over forecast growth rates of 3 to 4 per cent in the OECD countries.

If growth falters, the U.S. Administration fears that calls for a global solution to the debt problem – such as suggestions that a new institution be set up to buy developing country debt at a discount – may gather further strength. Such ideas, which could put less emphasis on the differing conditions in individual countries and would no doubt involve heavier commitments from the public purse, run counter to Administration thinking.

Brasilia must support IMF austerity plan, Page 3; capital markets, Page 21

Continued from Page 1

lished networks would eventually be destroyed. This would be to the detriment of both the consumers, whose interests the Commission claims to protect, and the manufacturers, who see their brand image and competitive capacity weakened," they declare.

The manufacturers suggest that it is not certain that vehicle prices would necessarily fall in those countries where they are above average – the industry could choose to raise them instead. But if prices did come down, European manufacturers would lose revenue required to implement the investment plans that are needed to counter Japanese and Eastern European competition.

Privately, the Europeans maintain – though this is not in their formal reply – that BL in Britain is among the most vulnerable companies if price controls are imposed and prices fall.

Certainly Austin Rover, BL's volume car business, would have to change its strategy for building up continental European sales. In markets such as West Germany, where it has hardly any network and a poor image, it is attracting customers to the dealerships with very low prices – well below those for the same models in Britain.

"Provided an economic upswing does materialise, we can look to the prospect of breaking through to overall profitability beyond 1985."

There were signs by the middle of this year that traffic was improving.

"A slow recovery in the world economy and reductions in real average fares should stimulate travel during the second half of 1983," says Mr Hammarskjöld.

Current estimates put fleet replacement costs during the 1980s at \$50bn but this could be doubled to \$100bn or more if traffic growth resumes to even moderate levels."

There were signs by the middle of this year that traffic was improving.

"A slow recovery in the world economy and reductions in real average fares should stimulate travel during the second half of 1983," says Mr Hammarskjöld.

Current estimates put fleet replacement costs during the 1980s at \$50bn but this could be doubled to \$100bn or more if traffic growth resumes to even moderate levels."

There were signs by the middle of this year that traffic was improving.

"A slow recovery in the world economy and reductions in real average fares should stimulate travel during the second half of 1983," says Mr Hammarskjöld.

Continued from Page 1

to purchase bank shares held by the public at the end of five years at the rate of 104 per cent of their dollar value on October 6, the last day of trading. Alternatively, the shares can be converted into high yielding long-term savings schemes.

The banks have agreed to stop supporting their own shares by buying up surpluses through subsidiaries. Instead, the Government has undertaken to step in to mop up excess selling orders if they seem likely to drive the share prices down steeply.

It is not yet known at what point the Government will intervene, or how much it is prepared

to commit to this operation. But the general assumption is that, if prices drop by more than 15 per cent, government support will be activated.

Meanwhile, following persistent rumours about inside trading of bank shares before the crisis, the head of the Securities Authority has been asked by the governor of the central bank to ascertain the precise extent of the sale of bank shares by senior bank officials since last April.

The Attorney General has also been asked by the central bank governor to give his opinion on the sale of shares by senior bank officials.

Continued from Page 1

to purchase bank shares held by the public at the end of five years at the rate of 104 per cent of their dollar value on October 6, the last day of trading. Alternatively, the shares can be converted into high yielding long-term savings schemes.

The banks have agreed to stop supporting their own shares by buying up surpluses through subsidiaries. Instead, the Government has undertaken to step in to mop up excess selling orders if they seem likely to drive the share prices down steeply.

It is not yet known at what point the Government will intervene, or how much it is prepared

to commit to this operation. But the general assumption is that, if prices drop by more than 15 per cent, government support will be activated.

Meanwhile, following persistent rumours about inside trading of bank shares before the crisis, the head of the Securities Authority has been asked by the governor of the central bank to ascertain the precise extent of the sale of bank shares by senior bank officials since last April.

The Attorney General has also been asked by the central bank governor to give his opinion on the sale of shares by senior bank officials.

Continued from Page 1

to purchase bank shares held by the public at the end of five years at the rate of 104 per cent of their dollar value on October 6, the last day of trading. Alternatively, the shares can be converted into high yielding long-term savings schemes.

The banks have agreed to stop supporting their own shares by buying up surpluses through subsidiaries. Instead, the Government has undertaken to step in to mop up excess selling orders if they seem likely to drive the share prices down steeply.

It is not yet known at what point the Government will intervene, or how much it is prepared

to commit to this operation. But the general assumption is that, if prices drop by more than 15 per cent, government support will be activated.

Meanwhile, following persistent rumours about inside trading of bank shares before the crisis, the head of the Securities Authority has been asked by the governor of the central bank to ascertain the precise extent of the sale of bank shares by senior bank officials since last April.

The Attorney General has also been asked by the central bank governor to give his opinion on the sale of shares by senior bank officials.

Continued from Page 1

to purchase bank shares held by the public at the end of five years at the rate of 104 per cent of their dollar value on October 6, the last day of trading. Alternatively, the shares can be converted into high yielding long-term savings schemes.

The banks have agreed to stop supporting their own shares by buying up surpluses through subsidiaries. Instead, the Government has undertaken to step in to mop up excess selling orders if they seem likely to drive the share prices down steeply.

It is not yet known at what point the Government will intervene, or how much it is prepared

to commit to this operation. But the general assumption is that, if prices drop by more than 15 per cent, government support will be activated.

Meanwhile, following persistent rumours about inside trading of bank shares before the crisis, the head of the Securities Authority has been asked by the governor of the central bank to ascertain the precise extent of the sale of bank shares by senior bank officials since last April.

The Attorney General has also been asked by the central bank governor to give his opinion on the sale of shares by senior bank officials.

Continued from Page 1

to purchase bank shares held by the public at the end of five years at the rate of 104 per cent of their dollar value on October 6, the last day of trading. Alternatively, the shares can be converted into high yielding long-term savings schemes.

The banks have agreed to stop supporting their own shares by buying up surpluses through subsidiaries. Instead, the Government has undertaken to step in to mop up excess selling orders if they seem likely to drive the share prices down steeply.

It is not yet known at what point the Government will intervene, or how much it is prepared

to commit to this operation. But the general assumption is that, if prices drop by more than 15 per cent, government support will be activated.

Meanwhile, following persistent rumours about inside trading of bank shares before the crisis, the head of the Securities Authority has been asked by the governor of the central bank to ascertain the precise extent of the sale of bank shares by senior bank officials since last April.

The Attorney General has also been asked by the central bank governor to give his opinion on the sale of shares by senior bank officials.

Continued from Page 1

to purchase bank shares held by the public at the end of five years at the rate of 104 per cent of their dollar value on October 6, the last day of trading. Alternatively, the shares can be converted into high yielding long-term savings schemes.

The banks have agreed to stop supporting their own shares by buying up surpluses through subsidiaries. Instead, the Government has undertaken to step in to mop up excess selling orders if they seem likely to drive the share prices down steeply.

It is not yet known at what point the Government will intervene, or how much it is prepared

to commit to this operation. But the general assumption is that, if prices drop by more than 15 per cent, government support will be activated.

Meanwhile, following persistent rumours about inside trading of bank shares before the crisis, the head of the Securities Authority has been asked

Inner
Solutions
LUVIN
Sure for
every



SECTION II - COMPANIES AND MARKETS

FINANCIAL TIMES

Monday October 24 1983



CSFB terms for Texaco leave market gasping

BY MARY ANN SIEGHART IN LONDON

ALL FRIDAY morning, Eurodollar new issue managers from the big six houses huddled in high-level meetings. They were competing for the same mandate, and the prize was the lead management of a \$200m bond for Texaco, the U.S. oil company.

The bids had to be in by 1pm. They cancelled their lunches and sat by the telephone. It was not until 2.30 that Texaco finally decided to go for the most aggressive bid.

Credit Suisse First Boston won the deal in circumstances reminiscent of Texaco's January issue. It had gone for terms several points cheaper than many of the other bidders: a 10% per cent coupon at a price of 96, giving a yield over the bond's seven-year life of 10.92 per cent.

The market was left gasping. One new issue manager said, "We thought we were committing suicide with our bid but this is even worse."

The bond started trading at a hefty two-point discount, just like the last three CSFB-led deals for Montreal Urban Community, Nordic Investment Bank and Pilkington. At that level, it was still yielding 10 or 20 basis points less than the equivalent U.S. Treasury bond.

A few people were suggesting on Friday that, although it was undoubtedly expensive, it might just work. Texaco is a popular name with German and Swiss investors and was the only non-bank issuer last week. But CSFB was obviously gambling on a good market, the balance next May. Société Générale is leading the deal with EBC.

The dollar secondary market was firm last week, with prices rising by over 1/4 point, but there was not the follow-through the previous Friday's good U.S. money supply figures that some people had expected.

This week will see the U.S. Treasury's refunding announcement, which, together with Friday's bad money supply figures, might give the market the jitters.

The deal also carried warrants to buy a 10 1/2% per cent, ten-year bond at a price of 99 within the next four years. The warrants were offered at \$20 by CSFB and the price changed little over the afternoon.

INTERNATIONAL CREDITS

Brazil battles for the smaller banks

BY PETER MONTAGNON, EUROMARKETS CORRESPONDENT, IN LONDON

IT MAY be a good omen for Brazil that the first commitment to its new \$6.5bn loan that arrived in New York last Tuesday was for a small amount of money from a minor Scandinavian bank.

At least that is what the leading creditor banks are hoping. For as the process of syndication gathers pace from now on it is the smaller banks that will matter most in sealing the fate of the loan. Banks must respond to Brazil's request by November 10 and only if the "critical mass" of positive responses has been achieved will the International Monetary Fund approve the country's austerity programme. Estimates of the necessary size of this critical mass vary, even among bankers on the advisory committee for Brazil, from 65 per cent to 90 per

cent of the total amount sought. None of the banks spearheading Brazil's latest debt rescue effort are under any illusion that the task of bringing all 330 creditor banks into the loan will be an easy one. At the end of last week they were, however, more hopeful of success following a "positive" response to a series of meetings with creditors worldwide.

At the meetings Sr Affonso Pastore, Brazil's central bank governor, and other officials tried to impress on smaller banks the need for the loan to go ahead. Small banks with a relatively low exposure are better placed to walk away from Brazil's problems than large banks which could not afford the losses from a Brazilian default.

They have two main motives for wanting to opt out of fresh lending to Brazil. The first is their fear that the loan is simply throwing good money after bad. The second is rather more subtle, but still very powerful. Executives of smaller banks complain that the regime of forced lending to Latin America has taken away their right to manage their own affairs.

There is no benefit in terms of customer relationships or ancillary business in going along with a loan whose terms have been foisted on them by the IMF and their larger brethren, small banks argue. This is why even IMF officials admit privately that the regime of lending under duress cannot last forever. With its \$6.5bn loan request, Brazil has become the first Latin American country to come

back for a second helping of money from the banks. Its loan is a critical test of whether the arm-twisting by central banks and the IMF, which was applied successfully in the first half of this year, still works today.

Yet, surprisingly, there was little sign of alarm among the really large creditors last Wednesday when Brazil's Congress rejected the proposed law limiting wage increases to 20 per cent of inflation. The law was supposed to be a central plank of the economic programme agreed with the IMF. Its rejection could give faint-hearted smaller banks the excuse they need to opt out of the loan.

However, an immense amount of effort is now going into the syndication process and smaller banks will not be let off the hook so easily. Senior bankers were quick to point out that commitments to the loan are conditional on the IMF's offer of a replacement decree last week, by Brazil's President João Figueiredo, making the wage policy more flexible and imposing additional taxes.

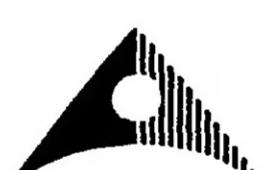
The IMF is now studying the new decree, a process which may take some time, but bankers hope that it will be pleased with the increased taxes announced last Wednesday night. It has been trying to persuade Brazil to raise extra taxes for some time. Moreover, the immediate imposition of replacement measures demonstrates forcibly the political will of the Brazilian Government to stick with its austerity programme.

The market's perception of this determination has been reinforced by Dr Pastore at his meetings with bankers in Toronto, Honolulu, Tokyo, London and Zurich. For ten days, at those meetings, Dr Pastore became a sort of Billy Graham of debt.

Not that many bankers would actually admit to having been "born again" at the meetings, but most have been left painfully aware of the hell that awaits them if they refuse to heed the call.

This notion that the financial community cannot afford for the credit to fail remains one of the strongest arguments in its favour, and it explains the mood of subdued resignation that pervades the banking world about extending fresh loans to Brazil.

CURRENT INTERNATIONAL BOND ISSUES							
Borrower	Amount m.	Maturity	Av. life years	Coupon %	Price	Lead Manager	Offer yield %
U.S. DOLLARS							
SBI †	100	1991	8	11 1/2	95 1/4	HSBC Int'l., Bankers Trust Int'l., Morgan Stanley	11.925
Royal St. of Scott. †‡	75	1993	10	11 1/2	95 1/4	Societe Montags	11.919
Philippine †‡	75	1990	7	12	100	CSFB, First Interstate, New York	12.000
DSB 5	70	1998	15	5 1/2	100	Daiwa Secs., HSBC-Dublin, Dresdner Bank	11.875
Egypt Credit Bank ‡	100	1998	7	11 1/2	100	Morgan Stanley, Sal. Bras., Morgan Credit Int'l.	12.000
EBC (p) †	50	1991	7 1/2	12	100	Societe Generale, EBC	12.000
Texaco †‡	200	1998	7	10 1/2	95	CSFB	10.923
DSB-MARKS							
Finland †	150	1998	7	5	100	Dresdner Bank	8.000
Council of Europe ‡	150	1993	8	8 1/4	100	BNP-Bank	8.250
SWISS FRANCS							
Daimler-Benz Co. **‡	30	1990	—	3	100	SBC	3.000
World Bank †	100	1995	—	5	94 1/2	SBC	6.000
Swiss Telecom †‡	125	1993	—	7	—	SBC	7.000
Swiss Postbank †‡	125	1993	—	7	—	MBS	7.000
Swiss Ova. Fin. †	100	1991	—	7 1/4	—	SocGen	—
Post. of Geneva †	100	1993	—	5 1/4	100	CS	5.825
Turbo Chemical †‡	20	1998	—	6	95 1/4	MBS	6.000
Nigata Engineering †‡	50	1998	—	6	100	MBS	6.000
Occidental Gas. ***‡	50	1998	—	5 1/4	100	SBC	5.875
S&P Shokutsu †‡	20	1994	—	6	100	SBC	6.000
Toyota Suzuki Kisha **‡	25	1990	—	3 1/4	100	CS	—
Honda Electronics **‡	50	1998	—	3 1/4	100	MBS	—
Iceland	80	1993	—	—	—	Paribas (Suisse)	8.500
Grundfos der Ost. Sparkasse **‡	50	1987	—	5 1/4	100	CS	5.375
Japan Highway	100	1991	—	—	—	SBC	5.825
DSB-Bank							
* Not yet priced. † Final terms. ** Placement. § Convertible. † Floating rate notes: coupon is spread over 3-month domestic libor. § With warrants. (p) Party paid. \$ Dual currency issue repayable in dollars. Note: Yields are calculated on ABO basis.							
STERLING							
Australia †‡	100	2015	32	11 1/2	95 1/4	SG Warburg	11.893
St. of Tokyo †‡	30	1990	7	100	SG Warburg, St. of Tokyo Int'l., County St.	—	
AUSTRALIAN DOLLARS							
News Corp. Secs.(n) ‡	30	1988	5	14	100	Handelsbank	14.000
GULDERS							
Den-Van der Grinten 5	150	1998	15	8 1/2	—	Amro Stk., Pierson, ABN	—
EBR	250	1993	8	8 1/2	—	Amro Stk., ABN	—
LUX. FRANCS							
Elf-Ato. †‡	200	1991	8	10	100	Kredietbank Lux.	10.000
Unilever, Rheinland-Pfalz **‡	250	1988	5	10 1/2	100	Bogus. Int'l. & Lux.	10.433
EDCs							
EBR †	50	1993	8 1/4	11 1/2	100	Soc. Gen. de Bogs.	11.125
Italy †	50	1990	7	11 1/2	100	Soc. Gen. de Bogs., Kredietbank, Paribas, San Paolo, Banca Com. Italiane, Unive Secs., Nikko Secs.	11.500
YEN							
IBRD	150m	1993	9	7 1/2	99 1/2	Nomura Secs.	8.581
TVO Power **‡	50m	1993	9	8 1/2	100	Yamada Secs.	8.089
DFCE †‡	200m	1993	9	7 1/2	95 10	Daiwa Secs.	—



Alcan Aluminium Limited

7,600,000 Common Shares
(without par value)

of which 1,000,000 have been offered internationally

International Issue Price: US\$ 39.50 per share

Swiss Bank Corporation International Limited
Amro International Limited
Deutsche Bank Aktiengesellschaft
Morgan Grenfell & Co. Limited
Orion Royal Bank Limited
Union Bank of Switzerland (Securities) Limited
Credit Suisse First Boston Limited
Dominion Securities Ames Limited
Morgan Stanley International
Salomon Brothers International
Wood Gundy Limited

Brokers to the issue in London
Hoare Govett Limited

of the 7,600,000 Common Shares 3,300,000 have been offered in Canada by a Canadian group represented by

Wood Gundy Limited
Dominion Securities Ames Limited
of the 7,600,000 Common Shares 3,300,000 have been offered in the U.S.A. by a United States group represented by
The First Boston Corporation
Salomon Brothers Inc.

NEW ISSUE

All of these securities having been sold.
this announcement appears as a matter of record only.

September 13, 1983



European Investment Bank

U.S. \$150,000,000 11 1/8 per cent. Bonds due 1993

Issue Price 100 per cent.

Swiss Bank Corporation International Limited
Banque Nationale de Paris
Deutsche Bank Aktiengesellschaft

Amro International Limited
Banque Bruxelles Lambert S.A.
Banque Internationale à Luxembourg S.A.
Daiwa Europe Limited
Enskilda Securities
Kleinwort, Benson Limited
LTCB International Limited
Orion Royal Bank Limited
S.G. Warburg & Co. Ltd.

Al-Mal Group
Bank of America International Limited
Bank Mees & Hope NV
Banque de Neufchâtel, Schlumberger, Mallet
Banque de Paris et des Pays-Bas (Suisse) S.A.
Banque Worms
Baring Brothers & Co., Limited
Bayerische Hypotheken- und Wechsel-Bank Aktiengesellschaft
Caisse des Dépôts et Consignations
Crédit Lyonnais
Den Danske Bank
Deutsche Girozentrale-Deutsche Komunalbank
Effectenbank-Warburg Aktiengesellschaft
Fuji International Finance Limited
Girozentrale und Bank der Österreichischen Sparkassen
Hambros Bank Limited
Istituto Bancario San Paolo di Torino
Kuwait Foreign Trading Contracting & Investment Co. (S.A.K.)
Kuwait International Investment Co. s.a.k.
Mitsui Finance Europe Limited
Nederlandse Middenstandsbank nv
Nomura International Limited
Nuovo Banco Ambroisano
Paribas
Rabobank Nederland
Société Générale Alsacienne de Banque Luxembourg
Vereins- und Westbank Aktiengesellschaft
Trinkaus & Burkhardt
Yamaichi International (Europe) Limited

NEW ISSUE
This announcement appears as a matter of record only.

October, 1983

INTERNATIONAL CAPITAL MARKETS AND COMPANIES

U.S. BONDS

Surprise rise in M1 prompts swing back to black pessimism

U.S. BOND prices fell sharply on Friday following the news of a surprise \$2.4bn jump in M1. The behaviour contrasted with the performance a week earlier when prices had surged on the back of an unexpected drop in M1. But while such movements capture the market's attention, they only serve to disguise the fact that U.S. interest rates are still on a plateau.

For most of last week short-term U.S. interest rates drifted lower and long-term bond prices firmed. At the weekly U.S. Treasury bill auction on Monday there was good demand for the paper on offer and the average rate for the 13-week bills fell 20 basis points to 8.63 per cent and the rate for 26-week bills fell by 18 basis points to 8.79 per cent. The

M1 is still very comfortably situated in the middle of the Fed's target range and one week's figures should not unnerve the market but the market mood switches alternately from wild optimism to black pessimism as the chances of a further easing in Fed monetary policy are weighed.

Last week was fairly typical in this respect. Mr Volcker's mid-week remarks about the prospects for inflation staying at the lower end of the 4 per cent to 5 per cent range heartened the market, as did the release of the September housing starts figures which showed a surprisingly large 13 per cent drop from the August level. A sign, perhaps, that the economic recovery is faltering?

On the other hand the third quarter gross national product data—GNP grew at a vigorous 7.9 per cent—reinforced the market's fears that the economy is continuing to grow at too brisk a pace and this does not leave the U.S. authorities much room for manoeuvre in easing monetary conditions further.

In the short term the credit markets will be focusing on this week's quarterly mini-refunding operations and a further bout of economic statistics. Wednesday's announcement of the re-financing plans is not expected to contain any real surprises.

Dealers believe it will be a traditional three-pronged package to raise around \$15bn, with probably \$4.25bn of 30-year bonds, \$5.5bn of 10-year notes and \$5.25bn of 3½-year notes.

The market's reception of the refinancing package will be important for short-term buoyancy but the economic data will probably have an equally important impact on the tone of bond prices this week.

The market will be looking for reassurance in Tuesday's inflation figures with the expectations that the rise in the consumer price index in September will be much the same as in the past couple of months.

William Hall

U.S. INTEREST RATES (%)

	Week to Week	Oct 21	Oct 14
Fed funds rate	9.35	9.45	
Commercial paper	9.02	9.02	
Three-month T-bills	8.48	8.79	
30-year Treas bond	11.48	11.71	
AAA Utility	12.28	12.50	
AA Industrial	12.28	12.57	

Source: Salomon Bros (estimates). In the week ended October 12 M1 rose by \$2.4bn to \$53.5bn.

two-year note auction in mid-week, when the Treasury sold \$1.5bn, was also well received with the average yield falling some 40 basis points to 10.51 per cent.

But Thursday evening the Treasury long bond was back up to the levels of the previous Friday and was trading at 1044 while 10-year notes were also back up to 102.4%. However, the release of the M1 figures knocked more than a point and a half off the long-bond which ended the week at 103.4%. Meanwhile the three-month Treasury bill yield of 8.71 per cent at the end of the week was virtually unchanged from the levels of three weeks ago.

The market's reaction to the weekly money supply figures reflects its growing frustration. Even after last Friday's figures,

Third-quarter downturn for Colgate-Palmolive

By TERRY DODSWORTH IN NEW YORK

DESPITE GOOD increases in the volume of sales of 10 per cent in the U.S. and 9 per cent overseas, Colgate-Palmolive, the U.S. household products manufacturer, has reported third quarter net profits down by 3 per cent to \$54.5m or 66 cents a share against \$56.2m last year.

The company said that the setback reflected the strengthening of the dollar in hyper-inflationary countries, as well as price controls and major devaluations in Latin America.

Sales revenues at \$1.24bn were virtually unchanged from the previous year, although the company said they would have increased by 9 per cent if currency rates had remained unchanged from 1982.

Mr Keith Crane, the company's chairman, said the results had been aggravated by price controls in Brazil, France, Mexico and Venezuela, as well as an accelerated rate of investment spending in the company's health product programme.

Colgate-Palmolive plans capital expenditures of \$190m for

plant and equipment in 1983, down on the previous terms and conditions, including interest rates.

New operations chief for Barlow Rand

Mr Warren Clewlow has been appointed to the new post of chief executive officer of BARLOW RAND, South Africa's largest industrial company. His appointment is seen as a clear sign that he is being groomed to succeed Mr Mike Rosenthal as chairman of the group, writes Bernard Simon, Johannesburg.

Mr Clewlow, 46, is at present chairman and chief executive of Barlow Rand's food, sugar and packaging interests. The new chairman of C. G. Smith is Mr Bas Kardel, at present head of Nampak, Barlow's packaging arm.

Mr Clewlow, a chartered accountant who has worked for Barlow Rand for the past 21 years, will be responsible for co-ordinating the activities of the group, which is currently being restructured into a number of semi-autonomous product divisions.

With the Republic and the airline's advertising and promotional activities throughout the

land, had been under negotiation for several months.

The purchasers, the Hall Real Estate group of Dallas, Mr Martin Ross, a developer, of Southfield, and Mr Erwin Ziegelman, a Detroit attorney plan to build a second tower that was included in the centre's original plans, Mr Ross said.

The company said that the setback reflected the strengthening of the dollar in hyper-inflationary countries, as well as

price controls and major devaluations in Latin America.

Sales revenues at \$1.24bn were

virtually unchanged from the previous year, although the company said they would have increased by 9 per cent if currency rates had remained unchanged from 1982.

The company said that the setback reflected the strengthening of the dollar in hyper-inflationary countries, as well as

price controls and major devaluations in Latin America.

Sales revenues at \$1.24bn were

virtually unchanged from the previous year, although the company said they would have increased by 9 per cent if currency rates had remained unchanged from 1982.

The company said that the setback reflected the strengthening of the dollar in hyper-inflationary countries, as well as

price controls and major devaluations in Latin America.

Sales revenues at \$1.24bn were

virtually unchanged from the previous year, although the company said they would have increased by 9 per cent if currency rates had remained unchanged from 1982.

The company said that the setback reflected the strengthening of the dollar in hyper-inflationary countries, as well as

price controls and major devaluations in Latin America.

Sales revenues at \$1.24bn were

virtually unchanged from the previous year, although the company said they would have increased by 9 per cent if currency rates had remained unchanged from 1982.

The company said that the setback reflected the strengthening of the dollar in hyper-inflationary countries, as well as

price controls and major devaluations in Latin America.

Sales revenues at \$1.24bn were

virtually unchanged from the previous year, although the company said they would have increased by 9 per cent if currency rates had remained unchanged from 1982.

The company said that the setback reflected the strengthening of the dollar in hyper-inflationary countries, as well as

price controls and major devaluations in Latin America.

Sales revenues at \$1.24bn were

virtually unchanged from the previous year, although the company said they would have increased by 9 per cent if currency rates had remained unchanged from 1982.

The company said that the setback reflected the strengthening of the dollar in hyper-inflationary countries, as well as

price controls and major devaluations in Latin America.

Sales revenues at \$1.24bn were

virtually unchanged from the previous year, although the company said they would have increased by 9 per cent if currency rates had remained unchanged from 1982.

The company said that the setback reflected the strengthening of the dollar in hyper-inflationary countries, as well as

price controls and major devaluations in Latin America.

Sales revenues at \$1.24bn were

virtually unchanged from the previous year, although the company said they would have increased by 9 per cent if currency rates had remained unchanged from 1982.

The company said that the setback reflected the strengthening of the dollar in hyper-inflationary countries, as well as

price controls and major devaluations in Latin America.

Sales revenues at \$1.24bn were

virtually unchanged from the previous year, although the company said they would have increased by 9 per cent if currency rates had remained unchanged from 1982.

The company said that the setback reflected the strengthening of the dollar in hyper-inflationary countries, as well as

price controls and major devaluations in Latin America.

Sales revenues at \$1.24bn were

virtually unchanged from the previous year, although the company said they would have increased by 9 per cent if currency rates had remained unchanged from 1982.

The company said that the setback reflected the strengthening of the dollar in hyper-inflationary countries, as well as

price controls and major devaluations in Latin America.

Sales revenues at \$1.24bn were

virtually unchanged from the previous year, although the company said they would have increased by 9 per cent if currency rates had remained unchanged from 1982.

The company said that the setback reflected the strengthening of the dollar in hyper-inflationary countries, as well as

price controls and major devaluations in Latin America.

Sales revenues at \$1.24bn were

virtually unchanged from the previous year, although the company said they would have increased by 9 per cent if currency rates had remained unchanged from 1982.

The company said that the setback reflected the strengthening of the dollar in hyper-inflationary countries, as well as

price controls and major devaluations in Latin America.

Sales revenues at \$1.24bn were

virtually unchanged from the previous year, although the company said they would have increased by 9 per cent if currency rates had remained unchanged from 1982.

The company said that the setback reflected the strengthening of the dollar in hyper-inflationary countries, as well as

price controls and major devaluations in Latin America.

Sales revenues at \$1.24bn were

virtually unchanged from the previous year, although the company said they would have increased by 9 per cent if currency rates had remained unchanged from 1982.

The company said that the setback reflected the strengthening of the dollar in hyper-inflationary countries, as well as

price controls and major devaluations in Latin America.

Sales revenues at \$1.24bn were

virtually unchanged from the previous year, although the company said they would have increased by 9 per cent if currency rates had remained unchanged from 1982.

The company said that the setback reflected the strengthening of the dollar in hyper-inflationary countries, as well as

price controls and major devaluations in Latin America.

Sales revenues at \$1.24bn were

virtually unchanged from the previous year, although the company said they would have increased by 9 per cent if currency rates had remained unchanged from 1982.

The company said that the setback reflected the strengthening of the dollar in hyper-inflationary countries, as well as

price controls and major devaluations in Latin America.

Sales revenues at \$1.24bn were

virtually unchanged from the previous year, although the company said they would have increased by 9 per cent if currency rates had remained unchanged from 1982.

The company said that the setback reflected the strengthening of the dollar in hyper-inflationary countries, as well as

price controls and major devaluations in Latin America.

Sales revenues at \$1.24bn were

virtually unchanged from the previous year, although the company said they would have increased by 9 per cent if currency rates had remained unchanged from 1982.

The company said that the setback reflected the strengthening of the dollar in hyper-inflationary countries, as well as

price controls and major devaluations in Latin America.

Sales revenues at \$1.24bn were

virtually unchanged from the previous year, although the company said they would have increased by 9 per cent if currency rates had remained unchanged from 1982.

The company said that the setback reflected the strengthening of the dollar in hyper-inflationary countries, as well as

price controls and major devaluations in Latin America.

Sales revenues at \$1.24bn were

virtually unchanged from the previous year, although the company said they would have increased by 9 per cent if currency rates had remained unchanged from 1982.

The company said that the setback reflected the strengthening of the dollar in hyper-inflationary countries, as well as

price controls and major devaluations in Latin America.

Sales revenues at \$1.24bn were

virtually unchanged from the previous year, although the company said they would have increased by 9 per cent if currency rates had remained unchanged from 1982.

The company said that the setback reflected the strengthening of the dollar in hyper-inflationary countries, as well as

price controls and major devaluations in Latin America.

Sales revenues at \$1.24bn were

virtually unchanged from the previous year, although the company said they would have increased by 9 per cent if currency rates had remained unchanged from 1982.

The company said that the setback reflected the strengthening of the dollar in hyper-inflationary countries, as well as

price controls and major devaluations in Latin America.

Sales revenues at \$1.24bn were

virtually unchanged from the previous year, although the company said they would have increased by

NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES

Closing prices October 2

23₂ NHom 240 54₂
14₂ NR 23 9 240 26₂

A FINANCIAL TIMES SURVEY

CUMBRIA

DECEMBER 9, 1983

DECEMBER 9, 1983

The provisional editorial synopsis is set out below.

INTRODUCTION: Cumbria is the second largest county in England and Wales. Though it is a mainly rural area, good communications provided by the M6 motorway, the main West Coast London to Edinburgh rail line and services from Carlisle Airport provide a solid foundation for industry. An unemployment rate lower than the national average masks the economic problems of West Cumbria which has suffered industrial shrinkage. The Survey will examine new initiatives designed to bolster the country's economy.

Editorial coverage will also include:

For further information and advertisement rates please contact:
Brian Hargan

Brian Heron
Financial Times Limited, Queen's House, Queen Street, Manchester M2 5HT
Telephone: 061-834 9381 Telex: 566813 FINTIMG

FINANCIAL TIMES EUROPE'S BUSINESS NEWSPAPER

The size, contents and publication dates of all Surveys are subject to change at the discretion of the Editor

Closing prices October 21

AMERICAN STOCK EXCHANGE COMPOSITE CLOSING PRICES

Continued on Page 2

NEW YORK STOCK EXCHANGE COMPOSITE CLOSING PRICES

Continued from Page 23		Continued from Page 23											
12 Month High	Low	Stock	P/ Sh.	Div.	Yld.	E.	100s	High	Low	Close	Prev.	Close	Chg.
58	58	NiCo	P	5.80	7	63	62	154	52	52	-1	-1	-1
74	74	NiOre	P	45.30	13	101	229	52	52	52	-1	-1	-1
75	75	NiOre	P	2.40	18	24	22	52	52	52	-1	-1	-1
76	76	NiOre	P	1.40	18	10	10	52	52	52	-1	-1	-1
77	77	NiOre	P	2.72	10	10	10	52	52	52	-1	-1	-1
78	78	NiOre	P	1.74	19	19	19	52	52	52	-1	-1	-1
79	79	NiOre	P	1.95	20	18	18	52	52	52	-1	-1	-1
80	80	NiOre	P	2.20	20	18	18	52	52	52	-1	-1	-1
81	81	NiOre	P	1.84	10	9	9	52	52	52	-1	-1	-1
82	82	NYSEG	P	2.32	12	12	12	52	52	52	-1	-1	-1
83	83	NYS	P	3.75	13	12	12	52	52	52	-1	-1	-1
84	84	Newell	P	5.58	12	12	12	52	52	52	-1	-1	-1
85	85	Newell	P	5.22	12	12	12	52	52	52	-1	-1	-1
86	86	Newell	P	5.38	12	12	12	52	52	52	-1	-1	-1
87	87	Newell	P	2.20	24	24	24	52	52	52	-1	-1	-1
88	88	Newell	P	1.21	23	23	23	52	52	52	-1	-1	-1
89	89	Newell	P	1.32	11	8	8	52	52	52	-1	-1	-1
90	90	Newell	P	3.50	12	12	12	52	52	52	-1	-1	-1
91	91	Newell	P	5.25	13	13	13	52	52	52	-1	-1	-1
92	92	Newell	P	10.80	11	11	11	52	52	52	-1	-1	-1
93	93	Newell	P	1.72	13	13	13	52	52	52	-1	-1	-1
94	94	NICOR	P	3.04	11	11	11	52	52	52	-1	-1	-1
95	95	NICOR	P	12.7	13	13	13	52	52	52	-1	-1	-1
96	96	NICOR	P	2.60	11	11	11	52	52	52	-1	-1	-1
97	97	NICOR	P	2.20	8	7	7	52	52	52	-1	-1	-1
98	98	NICOR	P	0.5	11	11	11	52	52	52	-1	-1	-1
99	99	NICOR	P	1.70	24	14	14	52	52	52	-1	-1	-1
100	100	NICOR	P	2.20	12	6	6	52	52	52	-1	-1	-1
101	101	NEURO	P	1.38	10	8	8	52	52	52	-1	-1	-1
102	102	NEURO	P	1.50	12	12	12	52	52	52	-1	-1	-1
103	103	NEURO	P	2.86	7	7	7	52	52	52	-1	-1	-1
104	104	NEURO	P	0.38	11	11	11	52	52	52	-1	-1	-1
105	105	NEURO	P	5.80	12	12	12	52	52	52	-1	-1	-1
106	106	NEURO	P	9	21	21	21	52	52	52	-1	-1	-1
107	107	NEURO	P	1.60	21	19	19	52	52	52	-1	-1	-1
108	108	NEURO	P	2.00	19	19	19	52	52	52	-1	-1	-1
109	109	NEURO	P	1.03	20	19	19	52	52	52	-1	-1	-1
110	110	NEURO	P	2.20	8	7	7	52	52	52	-1	-1	-1
111	111	NEURO	P	0.8	20	19	19	52	52	52	-1	-1	-1
112	112	NEURO	P	2.20	8	7	7	52	52	52	-1	-1	-1
113	113	NEURO	P	0.8	20	19	19	52	52	52	-1	-1	-1
114	114	NEURO	P	2.20	8	7	7	52	52	52	-1	-1	-1
115	115	NEURO	P	0.8	20	19	19	52	52	52	-1	-1	-1
116	116	NEURO	P	2.20	8	7	7	52	52	52	-1	-1	-1
117	117	NEURO	P	0.8	20	19	19	52	52	52	-1	-1	-1
118	118	NEURO	P	2.20	8	7	7	52	52	52	-1	-1	-1
119	119	NEURO	P	0.8	20	19	19	52	52	52	-1	-1	-1
120	120	NEURO	P	2.20	8	7	7	52	52	52	-1	-1	-1
121	121	NEURO	P	0.8	20	19	19	52	52	52	-1	-1	-1
122	122	NEURO	P	2.20	8	7	7	52	52	52	-1	-1	-1
123	123	NEURO	P	0.8	20	19	19	52	52	52	-1	-1	-1
124	124	NEURO	P	2.20	8	7	7	52	52	52	-1	-1	-1
125	125	NEURO	P	0.8	20	19	19	52	52	52	-1	-1	-1
126	126	NEURO	P	2.20	8	7	7	52	52	52	-1	-1	-1
127	127	NEURO	P	0.8	20	19	19	52	52	52	-1	-1	-1
128	128	NEURO	P	2.20	8	7	7	52	52	52	-1	-1	-1
129	129	NEURO	P	0.8	20	19	19	52	52	52	-1	-1	-1
130	130	NEURO	P	2.20	8	7	7	52	52	52	-1	-1	-1
131	131	NEURO	P	0.8	20	19	19	52	52	52	-1	-1	-1
132	132	NEURO	P	2.20	8	7	7	52	52	52	-1	-1	-1
133	133	NEURO	P	0.8	20	19	19	52	52	52	-1	-1	-1
134	134	NEURO	P	2.20	8	7	7	52	52	52	-1	-1	-1
135	135	NEURO	P	0.8	20	19	19	52	52	52	-1	-1	-1
136	136	NEURO	P	2.20	8	7	7	52	52	52	-1	-1	-1
137	137	NEURO	P	0.8	20	19	19	52	52	52	-1	-1	-1
138	138	NEURO	P	2.20	8	7	7	52	52	52	-1	-1	-1
139	139	NEURO	P	0.8	20	19	19	52	52	52	-1	-1	-1
140	140	NEURO	P	2.20	8	7	7	52	52	52	-1	-1	-1
141	141	NEURO	P	0.8	20	19	19	52	52	52	-1	-1	-1
142	142	NEURO	P	2.20	8	7	7	52	52	52	-1	-1	-1
143	143	NEURO	P	0.8	20	19	19	52	52	52	-1	-1	-1
144	144	NEURO	P	2.20	8	7	7	52	52	52	-1	-1	-1
145	145	NEURO	P	0.8	20	19	19	52	52	52	-1	-1	-1
146	146	NEURO	P	2.20	8	7	7	52	52	52	-1	-1	-1
147	147	NEURO	P	0.8	20	19	19	52	52	52	-1	-1	-1
148	148	NEURO	P	2.20	8	7	7	52	52	52	-1	-1	-1
149	149	NEURO	P	0.8	20	19	19	52	52	52	-1	-1	-1
150	150	NEURO	P	2.20	8	7	7	52	52	52	-1	-1	-1
151	151	NEURO	P	0.8	20	19	19	52	52	52	-1	-1	-1
152	152	NEURO	P	2.20	8	7	7	52	52	52	-1	-1	-1
153	153	NEURO	P	0.8	20	19	19	52	52	52	-1	-1	-1
154	154	NEURO	P	2.20	8	7	7	52	52	52	-1	-1	-1
155	155	NEURO	P	0.8	20	19	19	52	52	52	-1	-1	-1
156	156	NEURO	P	2.20	8	7	7	52	52	52	-1	-1	-1

1959 1960 1961 1962 1963 1964 1965

Sales figures are unofficial. Yearly highs and lows reflect previous 52 weeks plus the current week. If not the latest trading day, where a split or stock dividend amounting to per cent or more has been paid, the year's high-low range and dividend are shown for the new stock only. Unless otherwise noted, rates of dividends are annual distributions based on latest declaration.

WORLD STOCK MARKETS

Indices

NEW YORK

DOW JONES

	Oct. 21	Oct. 20	Oct. 19	Oct. 18	Oct. 17	Oct. 14	1983	Since C'mptn'		
	21	20	19	18	17	14	High	Low	High	Low
Industr'l.	1,748.71	1,728.11	1,728.75	1,728.78	1,728.81	1,728.85	1,727.84	1,724.65	1,724.65	1,721.22
Hlms Bnd's	-	-	-	-	-	-	72.72	72.01	72.00	71.87
Transport	504.04	551.34	534.83	505.47	501.82	500.56	501.02	494.94	501.02	492.32
Utilities	152.82	158.34	158.89	157.15	158.50	157.80	157.15	151.91	151.91	151.85
Trading V+	81,545.68	80,000.00	81,781.00	81,083.77	77,780	71,888	-	18,000	18,000	18,000
e Day's high	1,760.77	1,758.74	(pw) 1,751.31	1,741.06	-	-	-	-	-	-
Industr'l. div. yield %	-	-	-	-	-	-	1.41	1.42	1.42	1.42
STANDARD AND POORS	-	-	-	-	-	-	1.41	1.42	1.42	1.42
Oct. 21	Oct. 20	Oct. 19	Oct. 18	Oct. 17	Oct. 14	Oct. 13	1983	Since C'mptn'		
High	187.28	185.25	186.08	189.48	192.38	191.10	184.84	184.84	184.84	182.62
Low	155.55	166.28	156.78	178.71	170.43	170.43	169.44	169.44	169.44	166.52
Industr'l. div. yield %	3.23	3.65	5.80	4.60	-	-	-	-	-	-
Industr'l. P/E ratio	14.45	14.72	14.51	10.20	-	-	-	-	-	-
Long Gov. Bond yield	11.52	11.57	11.81	10.82	-	-	-	-	-	-
N.Y.S.E. ALL COMMON	-	-	-	-	-	-	-	-	-	-
Oct. 21	Oct. 20	Oct. 19	Oct. 18	Oct. 17	Oct. 14	Oct. 13	1983	Rises and Falls	Oct. 21	Oct. 20 Oct. 19
High	59.74	56.39	56.16	55.81	59.53	58.02	56.02	55.81	55.81	55.81
Low	59.74	56.39	56.16	55.81	59.53	58.02	56.02	55.81	55.81	55.81
Montreal	-	-	-	-	-	-	-	-	-	-
Oct. 21	Oct. 20	Oct. 19	Oct. 18	Oct. 17	Oct. 14	Oct. 13	1983	High	122.8	122.8
High	149.71	145.82	145.45	145.45	145.82	145.82	145.82	145.82	145.82	145.82
Low	149.71	145.82	145.45	145.45	145.82	145.82	145.82	145.82	145.82	145.82
TORONTO Composite	240.2	244.3	246.8	246.8	246.8	246.8	246.8	246.8	246.8	246.8
NEW YORK ACTIVE STOCKS	-	-	-	-	-	-	-	-	-	-
Friday	Stocks	Closing	Change	Stocks	Closing	Change	Stocks	Closing	Change	Stocks
Gulf Oil	3,547,400	469.45	+ 1	Merrill Lynch	1,314,800	-1	Imited Div. du	-	-	-
Citicorp	2,010,500	31	- 2	Hawkins-Pech	1,216,500	37	- 4	-	-	-
AT&T	1,565,400	127	- 2	Peregrine	1,104,200	124	- 1	-	-	-
Digital Equip.	1,490,100	67	- 1	Standard Oil	1,000,200	74	- 1	-	-	-
				Chrysler PR	689,200	36	+ 1	-	-	-

INVESTORS CHRONICLE

AMERICAN STOCK EXCHANGE CLOSING PRICES

Post to: Marketing Department,

Investors Chronicle,

FREEPOST, London EC4B 4QJ.

Please enter a subscription

for one year at

UK & Ireland £49

Europe £65 E59

Rest of World £65 £70 US\$135

I enclose my cheque value £

Payable to F T Business Publishing (IC)

BLOCK LETTERS PLEASE

Name

Private Company address

Indicate as required

Post Box

Post code

Job title

THE FINANCIAL TIMES BUSINESS PUBLISHING LIMITED

Registered Address:

Bracken House, Carlton Street,

LONDON EC4P 4BY

Registered No. 900836

Continued from Page 24

S-S-S

12 Month

P/S

Stk

Inv. Val.

E

100s

High

Low

12 Month

P/S

Stk

Inv. Val.

E

100s

High

Low

12 Month

P/S

Stk

Inv. Val.

E

100s

High

Low

12 Month

P/S

Stk

Inv. Val.

E

100s

High

Low

12 Month

P/S

Stk

Inv. Val.

E

100s

High

Low

12 Month

P/S

Stk

Inv. Val.

E

100s

High

Low

12 Month

P/S

Stk

Inv. Val.

E

100s

High

Low

12 Month

P/S

Stk

Inv. Val.

E

100s

High

Low

12 Month

P/S

Stk

Inv. Val.

E

100s

High

Low

12 Month

P/S

Stk

Inv. Val.

E

100s

High

Low

12 Month

P/S

Stk

Inv. Val.

E

100s

High

Low

12 Month

P/S

Stk

Inv. Val.

E

100s

High

Low

12 Month

P/S

Stk

Inv. Val.

UK COMPANY NEWS

Westminster asked to accept share offer

Milbury, the housebuilding and property group controlled by Mr Jim Roper's St Piran Holdings, called on Westminster Property Group shareholders to accept the share offer rather than the cash offer for their company.

The original cash or share offer for Westminster was detailed to shareholders almost two weeks ago. The bid became unconditional on October 17, and by yesterday Milbury had won control of almost 61 per cent of Westminster's shares.

Milbury is offering 35p in cash for Westminster shares, or two Milbury shares for every five in Westminster. At Milbury's present stock market price of 35p, the share offer values Westminster at almost £1m, or 38p per share.

Mr Doug Allen, a director of Milbury, told shareholders that Milbury was keen for them to accept the share alternative.

Share information

The following securities have been added to the share Information Service:

Associated Telecommunications

Section: (Industrials)

Derma-Lock Medical Corp.

(Americans) (Industrials)

Goring Kerr Metal Sciences (Hedge)

(Industrials)

Milbury (Buildings)

Midwide E. S. Pipe Bonds

29/8/84 (Loans-Building Soc.)

Nationwide E. S. Pipe Bonds

3/9/84 (Loans-Building Soc.)

Polytechnic Marine (Electricals)

Logica offer by tender at 140p minimum price

BY DOMINIC LAWSON

THE UK's largest independent computer software company is applying for a Stock Exchange listing, with a market valuation of at least £40m. The small London merchant bank Close Brothers is offering for sale by tender 10.4m Logica shares at a minimum price of 140p each.

Of the shares being offered, over 6,100 are being sold by existing shareholders, while the rest are new shares which will raise at least £5.2m net to fund future growth.

Logica was founded in 1969, since when staff and turnover have grown uninterruptedly. In the year to June 30 1983 the company made record pre-tax profits of £1.1m and turnover of £22m. Logica currently has 1,600 staff, of whom about 1,100 hold graduate or post graduate qualifications.

Logica's activities comprise consultancy and project management, custom built systems, software and hardware, software products and office automation.

Logica operates subsidiaries in seven countries: the US, the U.S., the Netherlands, Belgium, Sweden, West Germany and

Australia. There is no profit forecast, but the prospectus notes that "revenue for the first quarter of the current financial year was over 35 per cent greater than for the corresponding period last year."

After the offer, 30 per cent of Logica will be owned by the public, 38 per cent by directors and staff, and 32 per cent by existing institutional shareholders.

Applications for the shares should be made by 10 am October 27, and dealings begin on November 2. Brokers to the issue are Hoare Govett.

The issuing house, Close Brothers, was the subject of a management buy-out from Consolidated Gold Fields in 1978.

The managing director of Close, Mr Rod Kent, said: "this is the first public flotation we have handled since the buy-out, and I believe it is the first such exercise by Close Brothers since the 1960's."

Logica's activities comprise consultancy and project management, custom built systems, software and hardware, software products and office automation.

Logica claims that this is a "real" tender offer, by which it appears to mean that the

minimum tender price is too modest to be considered a true valuation of the company. Logica is probably right, but it is a pity that the company did not have the courage of its instincts and offer the shares with no minimum price, thus avoiding the expense of underwriting the issue.

Logica's turnover growth makes for a beautiful diagram of exponential growth. The

profits graph is slightly less elegant, describing a repeated pattern of five steps forward, one step back. The dip in 1980 showed clearly that the risks involved in a company which operates largely on one-off contracts bid far on a fixed-price basis.

For a business whose assets really are its staff, it is surprising that there are no service contracts, but the shares are already widely spread among institutions.

The scheme is now being worked out.

Those whose only option is that of tendering for the shares this week, should think in terms of 200p a share. That price would still leave the shares at a discount to those of Software

Systems Designers and Micro Focus.

Comment

Logica claims that this is a "real" tender offer, by which it appears to mean that the

Inco cuts losses in third quarter

BY KENNETH MARSTON, MINING EDITOR

CANADA'S Inco, the major world nickel mining group, continued to suffer sizeable losses in the third quarter of 1983. At the pre-tax level, however, there was a gradual improvement,

reports Nicholas Hurst from Toronto.

A pre-tax loss in the quarter of U.S.\$56.6m (£37.7m) is reduced from \$63.5m in the second quarter and \$125m in the first three months of the year. It compares with a loss of \$106.5m in the third quarter of last year.

But unusual tax adjustments totalling approximately \$55m and relating to prior years, all accounted for in the latest quarter's results, have pushed the net loss to \$72.1m, equal to 60 cents per share. This follows a second quarter net loss of \$39.7m and goes against a loss of \$66.4m in the same period of last year.

For the first nine months of 1983 Inco's total net loss amounts to \$188.7m compared with \$140.5m in the same period of last year. The 1982 total net loss was \$204.2m.

Inco says that the nine months'

loss reflects low prices for nickel and alloys products together with a decline in deliveries of precious metals. The 1983 figures also include shut-down costs of \$8.1m which compare with strike, shutdown and severance costs of \$11.2m in the first nine months of last year.

Looking on the brighter side, Inco noted that U.S. indicators show a beginning of a rise in spending on capital goods, the first such improvement since the first quarter of 1981—which should help nickel sales. Nickel prices have also improved this year.

Guinness Faber International Fund Ltd. (Guernsey) PO Box 188, St Peter Port Guernsey Tel: 0481 23005 CURRENCY DEALING SHARES DOLLAR \$20.125 STERLING £10.047 YEN ¥505.125 DEUTSCHE MARK DM 100.125 SWISS FRANC CHF 140.050 DAILY DEALING

LADBROKE INDEX
685-690 (-4)
Based on FT Index
Tel: 01-493 5261

This advertisement complies with the requirements of the Council of The Stock Exchange.

U.S. \$75,000,000

Nordiska Investeringsbanken
(Nordic Investment Bank)

11½% Notes Due 1990

and 75,000 Warrants to Purchase

U.S. \$75,000,000 11% Notes Due 1990

The following have agreed to subscribe or procure subscribers for the 11½% Notes and the Warrants:

Credit Suisse First Boston Limited

Algemene Bank Nederland N.V.

Banque Bruxelles Lambert S.A.

Bergen Bank A/S

Citicorp International Bank

Copenhagen Handelsbank A/S

Crédit Lyonnais

Dentsche Bank Aktiengesellschaft

Hambros Bank

Morgan Guaranty Ltd

Morgan Stanley International

Orion Royal Bank

PKbanken

Postipankki

Salomon Brothers International

Swiss Bank Corporation International

S. G. Warburg & Co. Ltd.

Limited

Yamachi International (Europe) Limited

The 11½% Notes issued at 99½ per cent, the Warrants issued at U.S.\$15.00 per Warrant and the 11% Notes, if any, to be issued at 100 per cent, on exercise of Warrants will be admitted to the Official List by the Council of The Stock Exchange, subject only to the issue of the temporary Global 11½% Note, the Global Warrant and the temporary Global 11% Note, respectively.

Interest on the Notes is payable annually in arrear on 15th November, the first payment being made on 15th November, 1984.

Full particulars of the 11½% Notes, the 11% Notes and the Warrants are available in the Extel Statistical Service and may be obtained during usual business hours up to and including 7th November, 1983 from the brokers to the issue:

Cazenove & Co.,
12 Tokenhouse Yard,
London EC2R 7AN

24th October, 1983

NOTICE
BANCO DE LA NACION
ARGENTINA
U.S. \$ 25,000,000

Floating rate notes due 1987

In accordance with the provision of the notes, notice is hereby given that for the six-month interest period from 23rd October, 1983 to 23rd April, 1984, the notes will carry an interest rate of 10 per cent per annum and the coupon amount per US\$5,000 will be US\$254.17. Interest payment date is 23rd April.

DBS-DAIWA SECURITIES INTERNATIONAL
LIMITED
Agent Bank

This advertisement is issued in compliance with the Regulations of the Council of The Stock Exchange in London. It does not constitute an offer or an invitation to subscribe for or otherwise to acquire any shares in FAI Insurances Limited.

**FAI Insurances Limited**

(incorporated under the laws of Victoria, Commonwealth of Australia)

Authorised	Share Capital	Issued
20,000,000	Ordinary shares of 50¢ each	14,112,691
5,000,000	11% Cumulative redeemable preference shares of 50¢ each	—

Application has been made to the Council of The Stock Exchange in London for permission for the whole of the issued ordinary share capital of FAI Insurances Limited to be admitted to the Official List.

Particulars relating to FAI Insurances Limited are available in the statistical service of Extel Statistical Services Limited and will be available initially during normal business hours up to and including 10th November, 1983 from:

Morgan Grenfell & Co. Limited
23 Great Winchester Street, London EC2P 2AX

Laing & Cruickshank
Incorporating McAuley, Montgomery & Co
Piercy House, Copthall Avenue, London EC2R 7BE
and at The Stock Exchange

National Westminster Bank PLC**New Issues Department**

is moving to new premises and with effect from

Monday 24 October 1983

the postal address is:

PO Box 79
2 Princes Street
London EC2P 2BD

Telephone number 01-638 9181—is unchanged

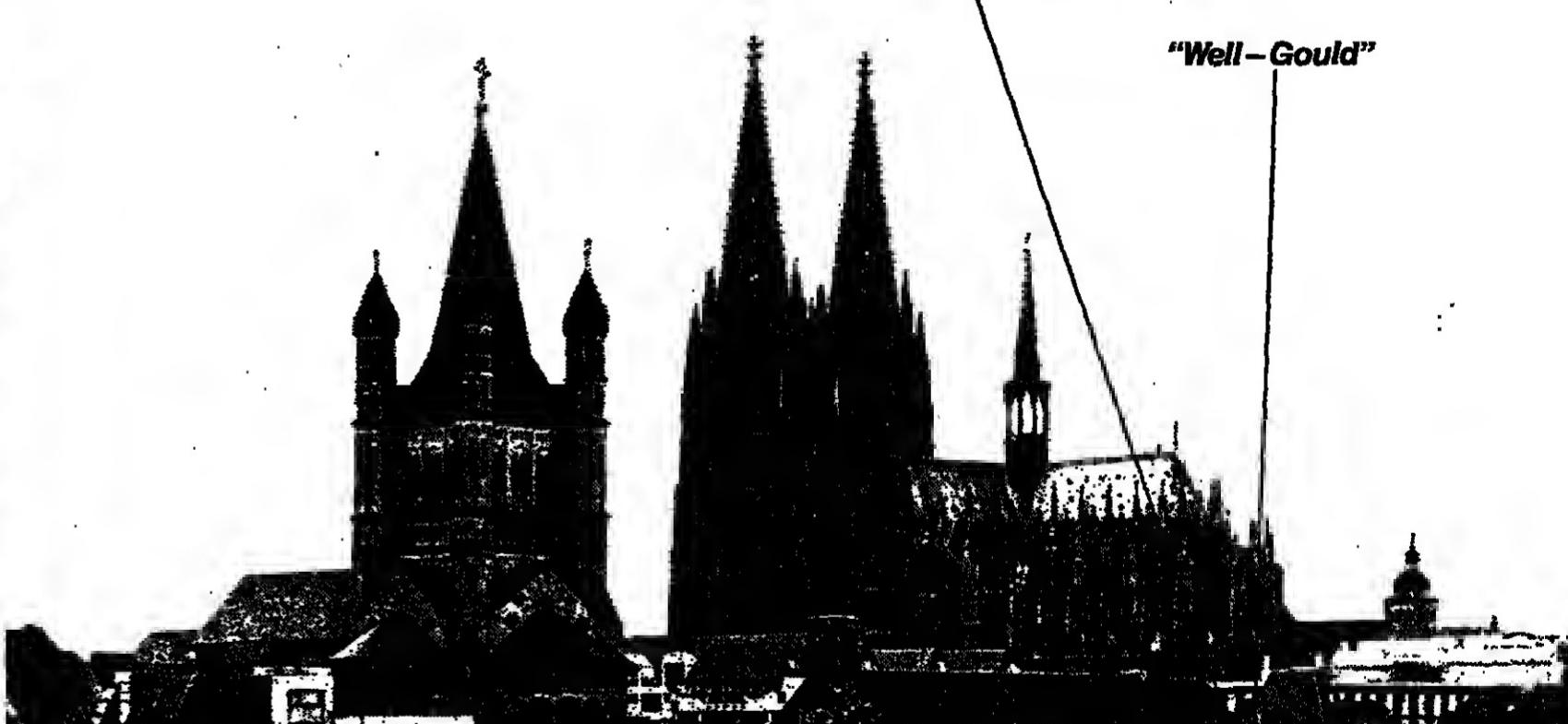
Automation is increasingly the key to productivity and improved quality in industry. So it's hardly surprising that the market for factory automation is growing at over 25% a year, even in the teeth of world recession.

And when you think of factory automation, you're almost certain to think of Gould—a world electronics leader, and a major and growing producer in Europe. Several divisions combine to produce totally integrated systems—including the world's first programmable controller with the speed and precision needed to handle servo-drives.

Gould is concentrating its resources on six key areas: high-performance 32-bit minicomputers, factory automation, test and measurement, medical electronics, defence electronics and electronics components and materials. All are growth areas of increasing importance to Europe—so the Gould commitment to doubling manufacturing and sales in Europe over the next few years makes good sense, both for Gould and its customers.

If you'd like to know more about our company, our growth strategy and our products, write to Gould, Department K9, Raynham Road, Bishop's Stortford, Hertfordshire CM23 5PF, England.

GOULD
Electronics



Financial Times Monday October 24 1983

INSURANCE & OVERSEAS MANAGED FUNDS

Black Horse Life Ass. Co. Ltd.
71, Lombard St., EC3
Black Horse Man. Fd. 223 01-620 1280
Black Horse Man. Fd. 223 01-620 1280
Property Fd. 131 01-620 1280
Carter Fund 132 01-620 1280
Income Fd. 133 01-620 1280
Northgate Church Fd. 134 01-620 1280
Dovercourt Fund 135 01-620 1280
Int. Technology Fd. 136 01-620 1280
Greyfriars Fd. 137 01-620 1280
Pacific Basin Fund 138 01-620 1280

British National Life Assurance Co. Ltd.
Hartree Rd., Haywards Heath 044 414111
Equity Fund 139 01-620 1280
Gilt Fund 140 01-620 1280
Fixed Interest 141 01-620 1280
Managed Port. 142 01-620 1280
Property Port. 143 01-620 1280
Int'l. Port. Cap. 144 01-620 1280
Int'l. Port. Cap. 145 01-620 1280
Dividend Port. 146 01-620 1280

Canada Life Group
24, High St., Putney, London SW10 8HS
Equity Fund 147 01-620 1280
Managed Fund 148 01-620 1280
Investment Fund 149 01-620 1280
High Yield Fund 150 01-620 1280
Property Fund 151 01-620 1280
Int'l. Fund 152 01-620 1280
Gilt Fund 153 01-620 1280
Managed St. Unit 154 01-620 1280
Managed St. Unit 155 01-620 1280

Capitol Assurance Ltd.
1, Olympia Way, Wembley Park, Middx. HA9 4PL 01-902 8876
Property Units 160 01-902 8876
Equity Fund 161 01-902 8876
High Risk Fund 162 01-902 8876
Managed Fund 163 01-902 8876
Int'l. Fund 164 01-902 8876
Property Fund 165 01-902 8876
Equity Fund 166 01-902 8876
Gilt Fund 167 01-902 8876
Managed Fund 168 01-902 8876
Equity Fund 169 01-902 8876
Equity Fund 170 01-902 8876
Equity Fund 171 01-902 8876
Equity Fund 172 01-902 8876
Equity Fund 173 01-902 8876
Equity Fund 174 01-902 8876
Equity Fund 175 01-902 8876
Equity Fund 176 01-902 8876
Current Val. at October 20

Capital Life Assurance
24, Lombard St., London EC3P 4BD 01-902 8876
Pensions Fund 177 01-902 8876

Charlesworth Assurance Funds
11, New Street, EC2M 4TP 01-203 3933
Managed Growth 178 01-203 3933
Managed Income 179 01-203 3933
Investment 180 01-203 3933
Gilt Fund 181 01-203 3933
Equity Fund 182 01-203 3933
Equity Fund 183 01-203 3933
Equity Fund 184 01-203 3933
Equity Fund 185 01-203 3933
Equity Fund 186 01-203 3933
Equity Fund 187 01-203 3933
Equity Fund 188 01-203 3933
Equity Fund 189 01-203 3933
Equity Fund 190 01-203 3933
Equity Fund 191 01-203 3933
Equity Fund 192 01-203 3933
Equity Fund 193 01-203 3933
Equity Fund 194 01-203 3933
Equity Fund 195 01-203 3933
Equity Fund 196 01-203 3933
Equity Fund 197 01-203 3933
Equity Fund 198 01-203 3933
Equity Fund 199 01-203 3933
Equity Fund 200 01-203 3933

City of Westminster Assurance
10, St. James's Sq., SW1Y 4LR 01-404 001
Equity Fund 201 01-404 001
Managed Fund 202 01-404 001
Equity Fund 203 01-404 001
Equity Fund 204 01-404 001
Equity Fund 205 01-404 001
Equity Fund 206 01-404 001
Equity Fund 207 01-404 001
Equity Fund 208 01-404 001
Equity Fund 209 01-404 001
Equity Fund 210 01-404 001
Equity Fund 211 01-404 001
Equity Fund 212 01-404 001
Equity Fund 213 01-404 001
Equity Fund 214 01-404 001
Equity Fund 215 01-404 001
Equity Fund 216 01-404 001
Equity Fund 217 01-404 001
Equity Fund 218 01-404 001
Equity Fund 219 01-404 001
Equity Fund 220 01-404 001
Equity Fund 221 01-404 001
Equity Fund 222 01-404 001
Equity Fund 223 01-404 001
Equity Fund 224 01-404 001
Equity Fund 225 01-404 001
Equity Fund 226 01-404 001
Equity Fund 227 01-404 001
Equity Fund 228 01-404 001
Equity Fund 229 01-404 001
Equity Fund 230 01-404 001
Equity Fund 231 01-404 001
Equity Fund 232 01-404 001
Equity Fund 233 01-404 001
Equity Fund 234 01-404 001
Equity Fund 235 01-404 001
Equity Fund 236 01-404 001
Equity Fund 237 01-404 001
Equity Fund 238 01-404 001
Equity Fund 239 01-404 001
Equity Fund 240 01-404 001
Equity Fund 241 01-404 001
Equity Fund 242 01-404 001
Equity Fund 243 01-404 001
Equity Fund 244 01-404 001
Equity Fund 245 01-404 001
Equity Fund 246 01-404 001
Equity Fund 247 01-404 001
Equity Fund 248 01-404 001
Equity Fund 249 01-404 001
Equity Fund 250 01-404 001
Equity Fund 251 01-404 001
Equity Fund 252 01-404 001
Equity Fund 253 01-404 001
Equity Fund 254 01-404 001
Equity Fund 255 01-404 001
Equity Fund 256 01-404 001
Equity Fund 257 01-404 001
Equity Fund 258 01-404 001
Equity Fund 259 01-404 001
Equity Fund 260 01-404 001
Equity Fund 261 01-404 001
Equity Fund 262 01-404 001
Equity Fund 263 01-404 001
Equity Fund 264 01-404 001
Equity Fund 265 01-404 001
Equity Fund 266 01-404 001
Equity Fund 267 01-404 001
Equity Fund 268 01-404 001
Equity Fund 269 01-404 001
Equity Fund 270 01-404 001
Equity Fund 271 01-404 001
Equity Fund 272 01-404 001
Equity Fund 273 01-404 001
Equity Fund 274 01-404 001
Equity Fund 275 01-404 001
Equity Fund 276 01-404 001
Equity Fund 277 01-404 001
Equity Fund 278 01-404 001
Equity Fund 279 01-404 001
Equity Fund 280 01-404 001
Equity Fund 281 01-404 001
Equity Fund 282 01-404 001
Equity Fund 283 01-404 001
Equity Fund 284 01-404 001
Equity Fund 285 01-404 001
Equity Fund 286 01-404 001
Equity Fund 287 01-404 001
Equity Fund 288 01-404 001
Equity Fund 289 01-404 001
Equity Fund 290 01-404 001
Equity Fund 291 01-404 001
Equity Fund 292 01-404 001
Equity Fund 293 01-404 001
Equity Fund 294 01-404 001
Equity Fund 295 01-404 001
Equity Fund 296 01-404 001
Equity Fund 297 01-404 001
Equity Fund 298 01-404 001
Equity Fund 299 01-404 001
Equity Fund 300 01-404 001
Equity Fund 301 01-404 001
Equity Fund 302 01-404 001
Equity Fund 303 01-404 001
Equity Fund 304 01-404 001
Equity Fund 305 01-404 001
Equity Fund 306 01-404 001
Equity Fund 307 01-404 001
Equity Fund 308 01-404 001
Equity Fund 309 01-404 001
Equity Fund 310 01-404 001
Equity Fund 311 01-404 001
Equity Fund 312 01-404 001
Equity Fund 313 01-404 001
Equity Fund 314 01-404 001
Equity Fund 315 01-404 001
Equity Fund 316 01-404 001
Equity Fund 317 01-404 001
Equity Fund 318 01-404 001
Equity Fund 319 01-404 001
Equity Fund 320 01-404 001
Equity Fund 321 01-404 001
Equity Fund 322 01-404 001
Equity Fund 323 01-404 001
Equity Fund 324 01-404 001
Equity Fund 325 01-404 001
Equity Fund 326 01-404 001
Equity Fund 327 01-404 001
Equity Fund 328 01-404 001
Equity Fund 329 01-404 001
Equity Fund 330 01-404 001
Equity Fund 331 01-404 001
Equity Fund 332 01-404 001
Equity Fund 333 01-404 001
Equity Fund 334 01-404 001
Equity Fund 335 01-404 001
Equity Fund 336 01-404 001
Equity Fund 337 01-404 001
Equity Fund 338 01-404 001
Equity Fund 339 01-404 001
Equity Fund 340 01-404 001
Equity Fund 341 01-404 001
Equity Fund 342 01-404 001
Equity Fund 343 01-404 001
Equity Fund 344 01-404 001
Equity Fund 345 01-404 001
Equity Fund 346 01-404 001
Equity Fund 347 01-404 001
Equity Fund 348 01-404 001
Equity Fund 349 01-404 001
Equity Fund 350 01-404 001
Equity Fund 351 01-404 001
Equity Fund 352 01-404 001
Equity Fund 353 01-404 001
Equity Fund 354 01-404 001
Equity Fund 355 01-404 001
Equity Fund 356 01-404 001
Equity Fund 357 01-404 001
Equity Fund 358 01-404 001
Equity Fund 359 01-404 001
Equity Fund 360 01-404 001
Equity Fund 361 01-404 001
Equity Fund 362 01-404 001
Equity Fund 363 01-404 001
Equity Fund 364 01-404 001
Equity Fund 365 01-404 001
Equity Fund 366 01-404 001
Equity Fund 367 01-404 001
Equity Fund 368 01-404 001
Equity Fund 369 01-404 001
Equity Fund 370 01-404 001
Equity Fund 371 01-404 001
Equity Fund 372 01-404 001
Equity Fund 373 01-404 001
Equity Fund 374 01-404 001
Equity Fund 375 01-404 001
Equity Fund 376 01-404 001
Equity Fund 377 01-404 001
Equity Fund 378 01-404 001
Equity Fund 379 01-404 001
Equity Fund 380 01-404 001
Equity Fund 381 01-404 001
Equity Fund 382 01-404 001
Equity Fund 383 01-404 001
Equity Fund 384 01-404 001
Equity Fund 385 01-404 001
Equity Fund 386 01-404 001
Equity Fund 387 01-404 001
Equity Fund 388 01-404 001
Equity Fund 389 01-404 001
Equity Fund 390 01-404 001
Equity Fund 391 01-404 001
Equity Fund 392 01-404 001
Equity Fund 393 01-404 001
Equity Fund 394 01-404 001
Equity Fund 395 01-404 001
Equity Fund 396 01-404 001
Equity Fund 397 01-404 001
Equity Fund 398 01-404 001
Equity Fund 399 01-404 001
Equity Fund 400 01-404 001
Equity Fund 401 01-404 001
Equity Fund 402 01-404 001
Equity Fund 403 01-404 001
Equity Fund 404 01-404 001
Equity Fund 405 01-404 001
Equity Fund 406 01-404 001
Equity Fund 407 01-404 001
Equity Fund 408 01-404 001
Equity Fund 409 01-404 001
Equity Fund 410 01-404 001
Equity Fund 411 01-404 001
Equity Fund 412 01-404 001
Equity Fund 413 01-404 001
Equity Fund 414 01-404 001
Equity Fund 415 01-404 001
Equity Fund 416 01-404 001
Equity Fund 417 01-404 001
Equity Fund 418 01-404 001
Equity Fund 419 01-404 001
Equity Fund 420 01-404 001
Equity Fund 421 01-404 001
Equity Fund 422 01-404 001
Equity Fund 423 01-404 001
Equity Fund 424 01-404 001
Equity Fund 425 01-404 001
Equity Fund 426 01-404 001
Equity Fund 427 01-404 001
Equity Fund 428 01-404 001
Equity Fund 429 01-404 001
Equity Fund 430 01-404 001
Equity Fund 431 01-404 001
Equity Fund 432 01-404 001
Equity Fund 433 01-404 001
Equity Fund 434 01-404 001
Equity Fund 435 01-404 001
Equity Fund 436 01-404 001
Equity Fund 437 01-404 001
Equity Fund 438 01-404 001
Equity Fund 439 01-404 001
Equity Fund 440 01-404 001
Equity Fund 441 01-404 001
Equity Fund 442 01-404 001
Equity Fund 443 01-404 001
Equity Fund 444 01-404 001
Equity Fund 445 01-404 001
Equity Fund 446 01-404 001
Equity Fund 447 01-404 001
Equity Fund 448 01-404 001
Equity Fund 449 01-404 001
Equity Fund 450 01-404 001
Equity Fund 451 01-404 001
Equity Fund 452 01-404 001
Equity Fund 453 01-404 001
Equity Fund 454 01-404 001
Equity Fund 455 01-404 001
Equity Fund 456 01-404 001
Equity Fund 457 01-404 001
Equity Fund 458 01-404 001
Equity Fund 459 01-404 001
Equity Fund 460 01-404 001
Equity Fund 461 01-404 001
Equity Fund 462 01-404 001
Equity Fund 463 01-404 001
Equity Fund 464 01-404 001
Equity Fund 465 01-404 001
Equity Fund 466 01-404 001
Equity Fund 467 01-404 001
Equity Fund 468 01-404 001
Equity Fund 469 01-404 001
Equity Fund 470 01-404 001
Equity Fund 471 01-404 001
Equity Fund 472 01-404 001
Equity Fund 473 01-404 001
Equity Fund 474 01-404 001
Equity Fund 475 01-404 001
Equity Fund 476 01-404 001
Equity Fund 477 01-404 001
Equity Fund 478 01-404 001
Equity Fund 479 01-404 001
Equity Fund 480 01-404 001
Equity Fund 481 01-404 001
Equity Fund 482 01-404 001
Equity Fund 483 01-404 001
Equity Fund 484 01-404 001
Equity Fund 485 01-404 001
Equity Fund 486 01-404 001
Equity Fund 487 01-404 001
Equity Fund 488 01-404 001
Equity Fund 489 01-404

Bryant Properties

FOR QUALITY DEVELOPMENTS
IN THE SOUTH AND MIDLANDS

021 - 704 - 5111

BRITISH FUNDS

Interest

Date

Stock

Price

Last

Yield

Int.

Rel.

"Shorts" (Lives up to Five Years)

22 May 22nd Exch. 12th Oct. 1983

100/-

65

9.99

0.34

15 Jul 15th Fundng 3rd 2nd 1984

99/-

9.99

0.34

22 Aug 22nd Exch. 11th Oct. 1984

99/-

9.99

0.34

19th June Exch. 3rd 1984

96/-

9.57

22 Mar 22nd Treasury 12th Oct. 1984

102/-

11.74

0.43

22nd May 15th Exch. 12th Oct. 1984

95/-

9.81

0.44

21st June 15th Exch. 12th Oct. 1984

100/-

10.06

0.45

21st July 15th Treasury 11th Oct. 1984

101/-

11.28

0.52

22nd Aug 15th Exch. 12th Oct. 1984

103/-

11.47

0.56

22nd Sept 15th Exch. 11th Oct. 1984

107/-

11.51

0.57

22nd Oct 15th Exch. 11th Oct. 1984

111/-

11.57

0.57

22nd Nov 15th Exch. 11th Oct. 1984

114/-

11.60

0.58

22nd Dec 15th Exch. 11th Oct. 1984

116/-

11.64

0.58

22nd Jan 15th Exch. 11th Oct. 1984

118/-

11.68

0.58

22nd Feb 15th Exch. 11th Oct. 1984

120/-

11.72

0.58

22nd Mar 15th Exch. 11th Oct. 1984

122/-

11.76

0.58

22nd Apr 15th Exch. 11th Oct. 1984

124/-

11.80

0.58

22nd May 15th Exch. 11th Oct. 1984

126/-

11.84

0.58

22nd Jun 15th Exch. 11th Oct. 1984

128/-

11.88

0.58

22nd Jul 15th Exch. 11th Oct. 1984

130/-

11.92

0.58

22nd Aug 15th Exch. 11th Oct. 1984

132/-

11.96

0.58

22nd Sep 15th Exch. 11th Oct. 1984

134/-

11.99

0.58

22nd Oct 15th Exch. 11th Oct. 1984

136/-

12.03

0.58

22nd Nov 15th Exch. 11th Oct. 1984

138/-

12.07

0.58

22nd Dec 15th Exch. 11th Oct. 1984

140/-

12.11

0.58

22nd Jan 15th Exch. 11th Oct. 1984

142/-

12.15

0.58

22nd Feb 15th Exch. 11th Oct. 1984

144/-

12.19

0.58

22nd Mar 15th Exch. 11th Oct. 1984

146/-

12.23

0.58

22nd Apr 15th Exch. 11th Oct. 1984

148/-

12.27

0.58

22nd May 15th Exch. 11th Oct. 1984

150/-

12.31

0.58

22nd Jun 15th Exch. 11th Oct. 1984

152/-

12.35

0.58

22nd Jul 15th Exch. 11th Oct. 1984

154/-

12.39

0.58

22nd Aug 15th Exch. 11th Oct. 1984

156/-

12.43

0.58

22nd Sep 15th Exch. 11th Oct. 1984

158/-

12.47

0.58

22nd Oct 15th Exch. 11th Oct. 1984

160/-

12.51

0.58

22nd Nov 15th Exch. 11th Oct. 1984

162/-

12.55

0.58

22nd Dec 15th Exch. 11th Oct. 1984

164/-

12.59

0.58

22nd Jan 15th Exch. 11th Oct. 1984

166/-

12.63

0.58

22nd Feb 15th Exch. 11th Oct. 1984

168/-

12.67

0.58

22nd Mar 15th Exch. 11th Oct. 1984

170/-

12.71

0.58

22nd Apr 15th Exch. 11th Oct. 1984

172/-

12.75

0.58

22nd May 15th Exch. 11th Oct. 1984

174/-

12.79

0.58

22nd Jun 15th Exch. 11th Oct. 1984

176/-

12.83

0.58

22nd Jul 15th Exch. 11th Oct. 1984

178/-

12.87

0.58

22nd Aug 15th Exch. 11th Oct. 1984

180/-

12.91

0.58

22nd Sep 15th Exch. 11th Oct. 1984

182/-

12.95

0.58

22nd Oct 15th Exch. 11th Oct. 1984

184/-

12.99

0.58

22nd Nov 15th Exch. 11th Oct. 1984

186/-

13.03

COMPAGNIE BANCAIRE

Société Anonyme
Incorporated in France with limited liability
Regd. Office: 5 avenue Kleber, Paris 16^e

Report by the Board of Management

First half of 1983

THE GROUP'S OPERATIONS

The Group's new business in the first half of 1983 amounted to 16,400 million francs. This figure represents in the main, loans by credit companies in the Group and investments by leasing companies.

On 30th June, 1983 the total of loans outstanding amounted to 82,000 million francs.

(in thousand million francs)	1st half 1981	2nd half 1981	1st half 1982	2nd half 1982	1st half 1983
Credit granted and new business	12.8	11.8	14.0	15.8	16.4
Loans outstanding (end of period)	69.6	71.2	73.9	77.8	82.0

CONSOLIDATED PROFITS

Net consolidated profits attributable to the Compagnie Bancaire amounted to 256 million francs during the first half of 1983, an increase of 25% over the first half of 1982.

(in millions of francs)	1981	1982	1st half 1983
Group pre-tax profits	1,246	1,372	811
Taxation	-537	-634	-372
Outside shareholders' interest	-326	-329	-183
Net consolidated profits attributable to the Compagnie Bancaire	383	409	256

The Group's share capital and reserves, including net profits for the first half of 1983, reached 6,122 million francs as of 30th June, 3,288 million of which were attributable to the Compagnie Bancaire.

Note to the accounts:

The pre-tax profits of the Group's Companies are computed after appropriations to depreciation accounts and to provisions for future charges or recognised risks. They also include, where appropriate, transfers to provisions in the nature of free reserves.

They do not include non-trading capital gains.

TELEPHONE
01-246 8026

for the
FT INDEX
& BUSINESS NEWS REPORT

- Hourly updated FT Index
- Starting Exchange Rates updated 3 times daily
- Bullion, gold, silver, platinum and base metal prices
- Dow Jones Industrial Average
- Share Market Report

GENERALI

CONSOLIDATED BALANCE SHEET 1982



The General Council of Assicurazioni Generali, presided over by Mr. Enrico Randone, Chairman of the Company, met to approve the Group Balance Sheet for the financial year 1982, as follows:

ASSETS (in thousands of U.S. \$) (*)

	1982	1981
Building and farm property	2,120,488	1,476,375
Fixed interest bearing securities	4,183,482	3,475,755
Shares (including Associates)	468,236	420,649
Mortgage and policy loans	429,653	349,631
Deposits with Ceding Companies	251,810	181,169
Bank deposits	393,722	380,914
Accounts receivable and other assets	1,128,603	941,194
	8,975,994	7,225,687

LIABILITIES (in thousands of U.S. \$) (*)

	1982	1981
Shareholders' surplus	1,005,439	496,035
Underwriting reserves	6,852,785	5,809,981
Reinsurance deposits	213,255	182,245
Other liabilities	820,757	663,846
Profit of the year	83,758	73,580
	8,975,994	7,225,687

• This Balance Sheet consolidates 36 insurance companies operating in some forty markets, 5 service, 13 financial, 15 property and 4 agricultural companies where Generali directly or indirectly holds more than 50% of the shares.

• The year shows a profit of U.S. \$ 83.8 million (+13.8%).

• Gross premiums amount to U.S. \$ 2,392.6 million (+17.9%) distributed as follows:

	Life %	Non-Life %	Total %
Italy	10.1	19.4	29.5
Other EEC Countries	13.2	27.9	41.1
Rest of Europe	4.4	19.7	24.1
Rest of the world	1.0	4.3	5.3
	28.7	71.3	100.0

• Net technical reserves amount to U.S. \$ 6,852.8 million (+17.9%).

(*) The Italian Lira figures of both 1982 and 1981 have been translated into US Dollars at the exchange rate of Dec. 31, 1982.

Insurance since 1831

CURRENCIES, MONEY and CAPITAL MARKETS

FINANCIAL FUTURES

FOREIGN EXCHANGES

A weaker yen may be resisted

Friday's announcement of a ½ per cent cut in 5 per cent in the European discount rate must be viewed against the background of the year's performance on the foreign exchanges this year. Only against the dollar is the yen little changed from the beginning of the year, while in terms of Euro, however, it has shown a fairly persistent improvement.

The strengthening dollar has tended to mask the yen's steady climb for most of the year, until better U.S. money supply figures and the prospect of lower interest rates led to a downturn by the dollar about a month ago.

It touched a peak of Y26.90 in

March, and therefore the other members of the European Monetary System, is rather different.

However, with the German currency starting the year at Y100, and just about crossing the Y100 barrier in March, before sliding steadily to less than Y90 this

fallen back to under the Y90 mark.

The yen has been outperforming European currencies recently.

That would obviously risk the risk of

the Tokyo stock exchange at a time when Japan's economy was still very strong when compared with its competitors.

Sterling has been more volatile, as might be expected because of its net neutrality status. Britain's position as an oil exporter contrasts strongly with Japan's need to import virtually all its substantial energy requirements, and means that the pressures of the oil market work in opposite directions for the pound and yen.

Sterling was around Y37.00 in January, and touched a high of Y39.40 on June 1, but has since

achieved its growth target of 3.4 per cent for the current year.

Some analysts expect the yen to continue to rise, especially if the attractions of the Tokyo stock exchange at a time when Japan's economy was still very strong when compared with its competitors.

The subject of tough restrictions in the U.S. Any signs of a weaker yen are therefore likely to be resisted by the Japanese authorities.

FORWARD RATES AGAINST STERLING

	Oct. 21	1 month	3 months	6 months	1 year
Dollar	1.6000	1.6000	1.6000	1.6000	1.6000
DMark	3.30	3.30	3.30	3.30	3.30
French Franc	7.11	7.11	7.11	7.11	7.11
Swiss Franc	2.0800	2.0800	2.0800	2.0800	2.0800
Japanese Yen	349.35	349.45	349.45	349.45	349.45

BANK OF ENGLAND TREASURY BILL TENDER

	Oct. 21	Oct. 14	Oct. 21	Oct. 14
Date on offer	£100m	£100m	Top bid	£100m
Actual applications	£100m	£100m	Rate of discount	£100m
Total allocated	£100m	£100m	£100m	£100m
Minimum	£100m	£100m	Amount bid	£100m
Allocated bid at nominal level	£87.79	£87.79	Amount on offer at next tender	£100m
at next tender	5%	5%	at next tender	£100m

CURRENCY MOVEMENTS CURRENCY RATES

	Oct. 21	£	\$	Yen	DM	French	DM	Yen	DM
Argentina Peso	22.23	22.30	14.82	16.85	Austria	27.19	87.45		
Australia Dollar	1.6202	1.6211	1.0950	1.0955	Belgium	80.00	80.00		
Austria Schilling	1.1552	1.1552	0.8250	0.8250	Denmark	11.80	11.90		
Austria Groschen	2.2416	2.2420	1.5000	1.5000	Germany	3.95	3.95		
Austria Kreuzer	2.2416	2.2420	1.5000	1.5000	Holland	1.10	1.10		
Austria Shilling	1.1552	1.1552	0.8250	0.8250	Iceland	0.62	0.62		
Belgian Franc	0.7870	0.7870	0.5500	0.5500	Italy	248.382	248.382		
British Pound	2.2525	2.2525	1.5000	1.5000	Netherlands	4.43	4.43		
Canadian Dollar	1.3018	1.3018	0.8750	0.8750	Portugal	12.40	12.40</		

SECTION III

FINANCIAL TIMES SURVEY

World Telecommunications

Entering an era of momentous change

THIS WEEK, telecommunications equipment suppliers, carriers, service providers, customers, senior government representatives and many other besides, converge from all over the world on Geneva for Telecom '83, the industry's quadrennial showcase organised under the auspices of the International Telecommunication Union.

The event, which is expected to draw well over 100,000 visitors, takes place at a moment when the industry and the markets which it serves are in the grip of a momentous—and often confusing—upheaval, which is sweeping away long-established traditions and opening almost boundless horizons of opportunity.

The frontiers, which have defined telecommunications for most of the past century, are being drastically redrawn as a result of rapid developments in technology, changing cost structures, new patterns of consumer demand and a reshaping of the institutional and regulatory framework within which the industry operates.

Historically, the industry has been built around, and deeply imbued with, the purpose of providing an essential public service. Its role has been to build, operate and maintain a huge and complex infrastructure to carry a uniform service available on equal terms to as many people as possible.

In most countries, the social desirability of that function has been explicitly recognised through the creation of legally-sanctioned telecommunications monopolies, trauevent, which...

Today, however, a kaleidoscope of new choices and possibilities is opening up as the scope of telecommunications expands dramatically to encompass data processing, consumer electronics and even mass entertainment. As it does so, an industry whose development has been largely determined until now by what suppliers had to offer is being forced increasingly to dance to the tune of consumer demand.

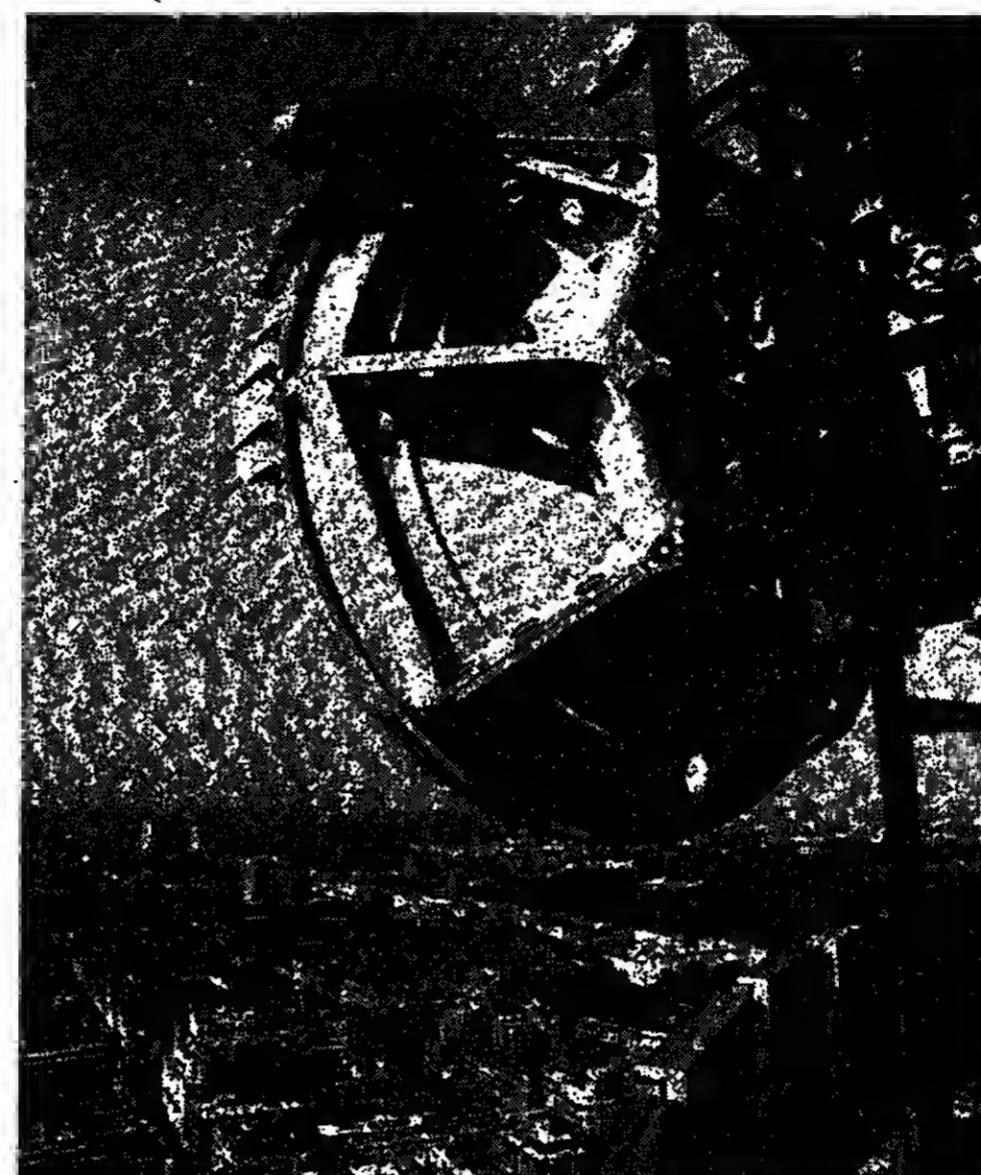
The origins of this seachange lie in the convergence of data processing and communications, a process whose theoretical beginnings can be traced back to research done as long as 50 years ago but which has become a practical commercial reality as a result of the widespread availability of powerful yet inexpensive micro-electronic devices.

The most modern digital communications systems being installed today are designed to handle all types of information—voice, data, graphics, text and full video transmissions—in exactly the same form. Digital exchanges are generically identical to computers, while the once separate functions of the telephone, the data terminal and the television are starting to merge.

The inevitability of this technological convergence has long been evident to industry specialists. Its consequences are now spreading far beyond

CONTINUED ON NEXT PAGE

the laboratory and have set off a chain reaction of rapid change, which is being felt throughout the industrialised world and in many developing countries as well. For example:



A British Telecom fitter leans out over London from the Telecom Tower to adjust one of the new dish aerials

By GUY DE JONQUIERES

Communication networks must talk and work together. That's a need which Plessey interfaces up to. To enable this network integration, Plessey uses every modern telecoms technology—plus new technologies it's developing itself.

Analogue to analogue. Analogue to digital. Digital to digital. Plessey can link one network to another. And another, and another, and another....

It has the interworking skills in switching and transmission to marry one generation of equipment to the next, irrespective of the make.

With its own new generation of digital systems and equipment, Plessey is spearheading this communications evolution.

In Britain's System X, in satellite and cable, in fibre optics and broadband, Plessey is committed. In private business exchanges, data networks,

PART ONE

Part Two appears tomorrow

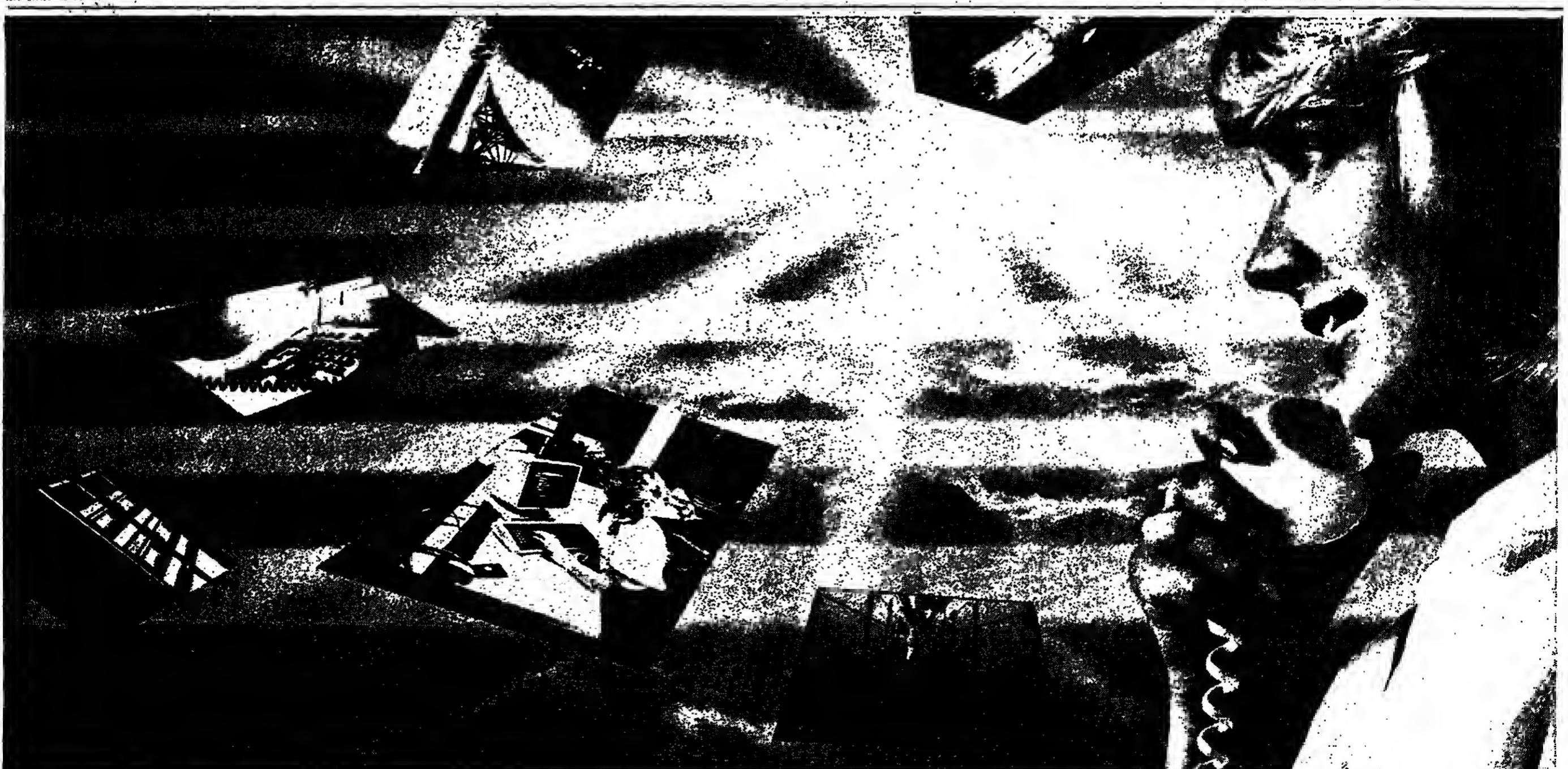
IN THIS SECTION

The U.S. market: in the throes of upheaval	II
The U.S. PBX market: the major suppliers	II
AT&T: a monolith in transition	IV
U.S. equipment market: another shake-out ahead	IV
U.S. long distance services: the competition heats up	VI
U.S. local services: never the same again	VI
Britain: radical plan's far-reaching objectives	VIII
Cables and satellites: ever-widening horizons	VIII
British Telecom: major reorganisation under way	IX
The Mercury challenge: a painful birth	IX
Europe: wide scope for joint state ventures	X
European PTTs: investment programmes	X
West Germany: optimism over Bildschirmtext	X
France: a massive shake-out under way	XII
Italy: success follows swift change of direction	XII
Nordic countries: Sweden leads the way	XIV
Belgium: export coup in deal with China	XIV
Netherlands: moves towards privatisation	XIV
Canada: how daring technical innovation pays off	XV

● IN PART TWO, tomorrow: The equipment manufacturers; the information revolution in the office, the quest for international standards; integrated digital networks; interactive services and the prospect of "the wired society."

Other articles will examine developments in technology, products and markets. These will include defence communications; mobile communications; video-conferencing; optical fibre technology; satellite communications; PBXs, data bases and publishing projects; communications in banking and financial markets.

● Editorial production of this survey was by Mike Wiltshire. Design Philip Hunt.



Integrating networks for the future.

telex, teletext and integrated office systems, Plessey involvement is complete. Plessey works around the world, in more than eighty countries.

It's helping to provide the unified services for voice, text and data that business and nations require.

Interfacing, integrating, interworking.

To find out more, contact John Pollard,

Plessey Telecommunications & Office Systems Limited, Beeston, Nottingham NG9 1LA.

Telephone: Nottingham (0602) 254831 Ext. 4251.

Telex: 37201.

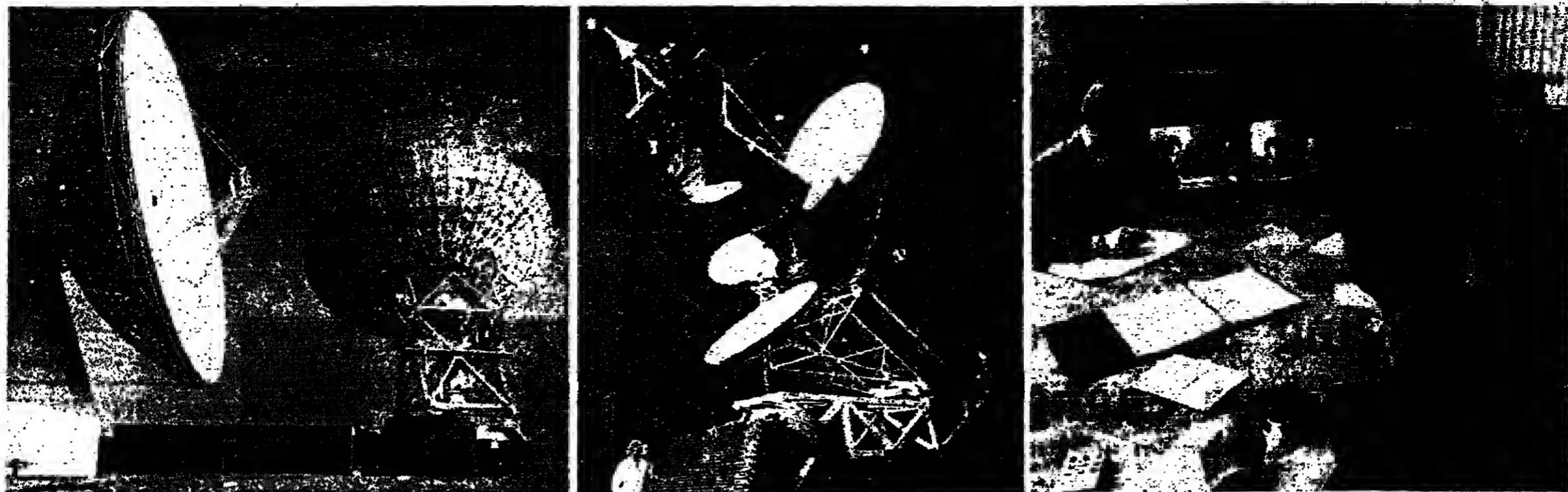
PLESSEY
telecommunications & office systems
Ahead in business communications.

WORLD TELECOMMUNICATIONS II

Satellite and earth station—key components in the telecommunications revolution. Bahrain, one of the main banking centres in the Middle East, is linked to other financial capitals through the Bahrain Telecommunications Company's station at Ras Abu Jarjar (left).

In the U.S. (centre) the Intelsat V spacecraft is tested in an anti-echo chamber at Ford Aerospace and Communications Corporation's Palo Alto, California laboratories.

Video conferencing (right), a service developed in the UK by British Telecom, enables separate groups to meet face-to-face while remaining at their different company bases.



The radical reshaping of the U.S. industry is undermining traditional ground rules, as Guy de Jonquieres reports

U.S. market in the throes of upheaval

THE AMERICAN telecommunications industry is in the throes of the most violent and unpredictable upheaval experienced by any major sector of the economy this century. The ground rules which have governed its development for generations are crumbling, and the industry's future is being radically reshaped amid an exuberant and rumbustious free-for-all.

The whirlwind of change will affect sooner or later almost every one of the 100m odd telephone users in the U.S., from large companies to residential subscribers. It is already shifting sharply the balance of competition within the industry and forcing its participants to rewrite their business strategies.

The transformation stems from two separate but intertwined developments. One is the impending break-up of American Telephone and Telegraph, the world's largest privately-owned company, which hinders the U.S. industry like a colossus.

The other is an emphatic shift in official U.S. telecommunications policy, away from a tradition of monopoly and regulation to the promotion of open competition.

In the process, the rigid and increasingly unworkable boundaries which have long fenced off telecommunications from other unregulated industries such as computing are being erased, clearing the way for the development of a vast new information processing business.

As a consequence, telecommunications is being transformed from a utility, dedicated to providing a single, universally available service, into a much broader, faster moving, and more varied market. Whereas the pace of development was dictated in the past primarily by what suppliers

were ready to offer, it will in future be determined much more by what customers demand—and are prepared to pay for.

Competitors are converging on the market from all quarters. For the first time, AT&T is preparing to do battle head-on with giants such as International Business Machines and Xerox. Companies such as Merrill Lynch, the financial services group, which were previously heavy users of communications services are also positioning themselves to become suppliers. New ventures are springing up all over the U.S. to exploit emerging market niches.

Confusion

The redrawing of the U.S. telecommunications map has, however, been far from a neat and orderly process. On the contrary, it has proceeded in a jagged and confusing fashion, as between the often conflicting interests of different branches of the federal government and its competitors and its customers. Even today, many important practical details still have to be resolved.

"Why break up the world's best telephone system?" is a question which puzzles many Americans and foreigners alike. The simplest answer is that the decision was ultimately a business deal in the American business tradition. The loss of its operating companies was the price AT&T reluctantly paid to have to pay to obtain the freedom to venture beyond its traditional regulated businesses.

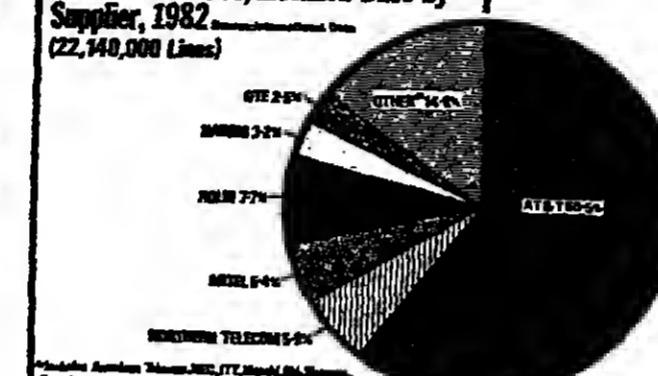
AT&T's virtual monopoly over telephone services in most of the U.S. dates back to the turn of the century. But it has

meanwhile, rapid advances in technology were starting to undermine the basis of AT&T's business.

In 1956, the company had negotiated a "consent decree," or settlement of an earlier government anti-trust case, which restricted it to operating within markets subject to government regulation and prohibited Western Electric, its manufacturing arm, from selling outside the Bell System.

This seemed clearly enough to limit AT&T to common carrier activities. But it failed to anticipate the seachange wrought only a few years later by the application of digital technology to AT&T's traditional business and the consequent convergence of computing and communications.

U.S. PBX Market, Installed Base by Supplier, 1982



been under attack from a variety of quarters for at least 15 years. Since 1968, decisions by the FCC and the Courts have permitted increasing competition in areas which previously had been AT&T's exclusive preserve.

Upstart companies such as MCI were authorised to operate long-distance telephone services in many parts of the country at prices which undercut AT&T's own, and by the end of the 1980s had cornered about 5 per cent of the business. At the same time, competitors were allowed to sell subscriber equipment such as telephones and private exchanges (PBXs) to Bell System customers.

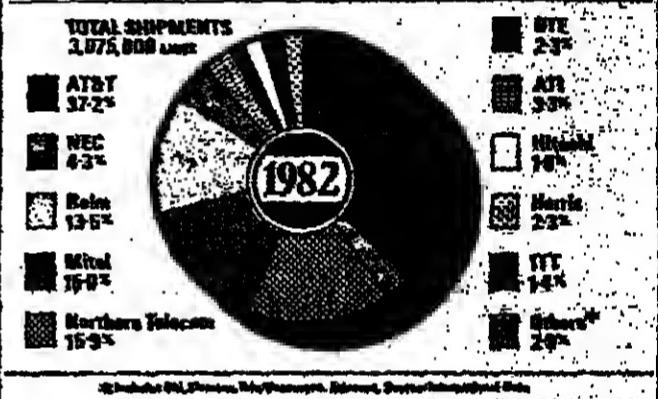
AT&T resorted to a variety of tactics intended to limit these inroads. These in turn prompted a flood of private legal actions, alleging that it was violating anti-trust law. In 1974, the U.S. Justice Department brought its own anti-trust case, which incorporated many of the charges made in the private lawsuits and sought to break AT&T into several pieces.

That ruling, however, clashed with the restrictions imposed by the 1956 consent decree. Early last year, AT&T and the Justice Department announced they had agreed on an anti-trust settlement which permitted the company to take advantage of the new freedom offered by the FCC by modifying the earlier decree.

But in return, AT&T was obliged to divest to its shareholders its interest in its 22 Bell System operating companies, which represented about three-quarters of its assets of roughly \$150bn. The companies, which are combining into seven regional groups, were limited to providing service within pre-determined local areas, though they were given the right to market customer equipment, publish yellow pages directories, and operate mobile telephone systems.

The Justice Department softened its earlier objectives, however, to allow AT&T to venture into unregulated markets, though it must do so through a new subsidiary, separate from its existing businesses.

THE U.S. PBX MARKET SHARES OF MAJOR SUPPLIERS



double or triple the average household telephone bill, depend on the siting of state regulators.

AT&T argues that the advent of competition in long-distance services would have made such repricing inevitable anyway. But it remains politically controversial and the FCC scheme could still be significantly altered by Congress. Equally, parallel plans by the local companies to align their rates more closely with their true costs will

it may well be some time before it becomes clear how the new system will work in practice. It will almost certainly take much longer. It also depends whether or not the benefits of the turbulent reorganisation which is now engulfing the entire U.S. telecommunications industry outweigh the price being paid for them.

Industry entering an era of momentous change

CONTINUED FROM PREVIOUS PAGE

petition between companies in formerly separate markets, as International Business Machines moves into telecommunications equipment and services, while AT&T expands into data processing and office information systems.

The formation of industrial alliances—frequently on an international scale—as manufacturers from different backgrounds share costs and expand into new geographical markets.

The increasing emphasis placed by many Governments in both the industrialised and developing worlds on domestic telecommunications modernisation programmes as platforms for the development of national high-technology industries.

The growing impact of telecommunications as a competitive factor in many businesses as the dawning of sophisticated private corporate networks for voice and data transmission.

All these developments are influenced by—and themselves in turn influencing—important changes in the economic structure of the telecommunications industry. Rapid advances in technology are dramatically shortening product cycles, forcing manufacturers to step up development expenditures and carriers to increase their capital investment budgets in order to remain competitive.

Though the cost of microelectronic components continues to decline, the cost needed to make them perform an ever wider range of sophisticated functions is rising at least as fast. Developing a family of digital public ex-

changes today can require an investment of as much as \$1bn, with further spending needed to keep the equipment up-to-date after it enters production.

It is becoming increasingly difficult to recover such investments through sales to just one national market—even to one as large as the U.S. As a result, telecommunications manufacturers are seeking more and more to broaden their business internationally by means of direct exports, local manufacturing, joint ventures and licensing deals.

Exports

In the U.S. where the break-up of the Bell System next year will deprive its Western Electric manufacturing arm of its once-dominant market, AT&T is looking overseas for the first time in half a century. It has agreed to set up a joint venture with Philips of the Netherlands to develop and market switching and transmission equipment internationally.

At the same time, foreign manufacturers are expanding into the U.S. Sweden's L.M. Ericsson, Japan's Nippon Electric and Britain's Plessey are among the manufacturers which have embarked on American in-fuse competition is putting investment programmes intended to secure a larger share of the equipment market.

But much of the world market is still compartmentalised and fragmented by trade barriers and differing technical standards. In those sectors of it which are freely accessible, pressure on margins as rival manufacturers battle for orders. Many industry experts forecast that these pressures will lead to a shakeout, which will reduce the number of major switching equipment manufacturers from almost a score to a mere half-dozen during the next decade.

The upheaval in the industry



is also posing new challenges for telecommunications policy. Telecommunications monopolies in industrialised countries are having to adapt their practices in response to customer demand for new and more varied services and the mounting levels of investment required to modernise their networks.

In most of the industrialised world, the objective of a universally available telephone service has been largely attained, and the emphasis among carriers is shifting to a

search for new ways to generate revenues from their networks. This has led to the introduction of a variety of new facilities including packet-switched data communications, teletex and videotex information services.

This approach involves risks, however. The demand for services such as videotex is still quite small, and its development requires entrepreneurial marketing skills which large and bureaucratic monopolies have never had to exercise before. Furthermore, the monopolies

charter require them to operate such services nationwide, while the markets for them may—at least in the early stages—be restricted to fairly specific groups of users concentrated in a few, well-defined areas.

Equally, there is the danger that by keeping too tight a grip over the provision of equipment and services, the monopolies will stifle innovation and create supply shortages. Most continental European telecommunications authorities have acknowledged this by liberalising

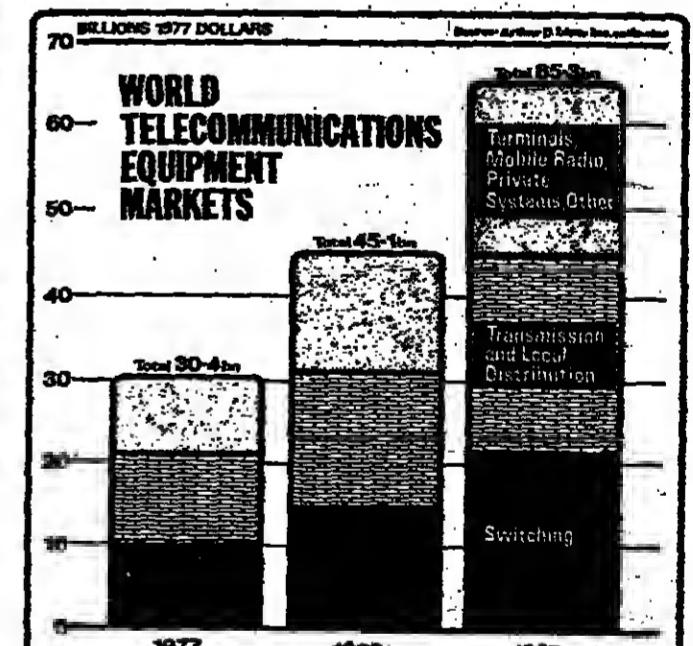
to varying degrees the rules governing the sale of subscriber equipment, though none has yet extended the same freedom to network services. The Dutch Government is, however, considering liberalisation in this area.

The U.S. and Britain have sought to create more dynamic and innovative telecommunications markets by opting overtly for wide-ranging competition extending to the operation of the basic networks. In the U.S., a large number of rivals has

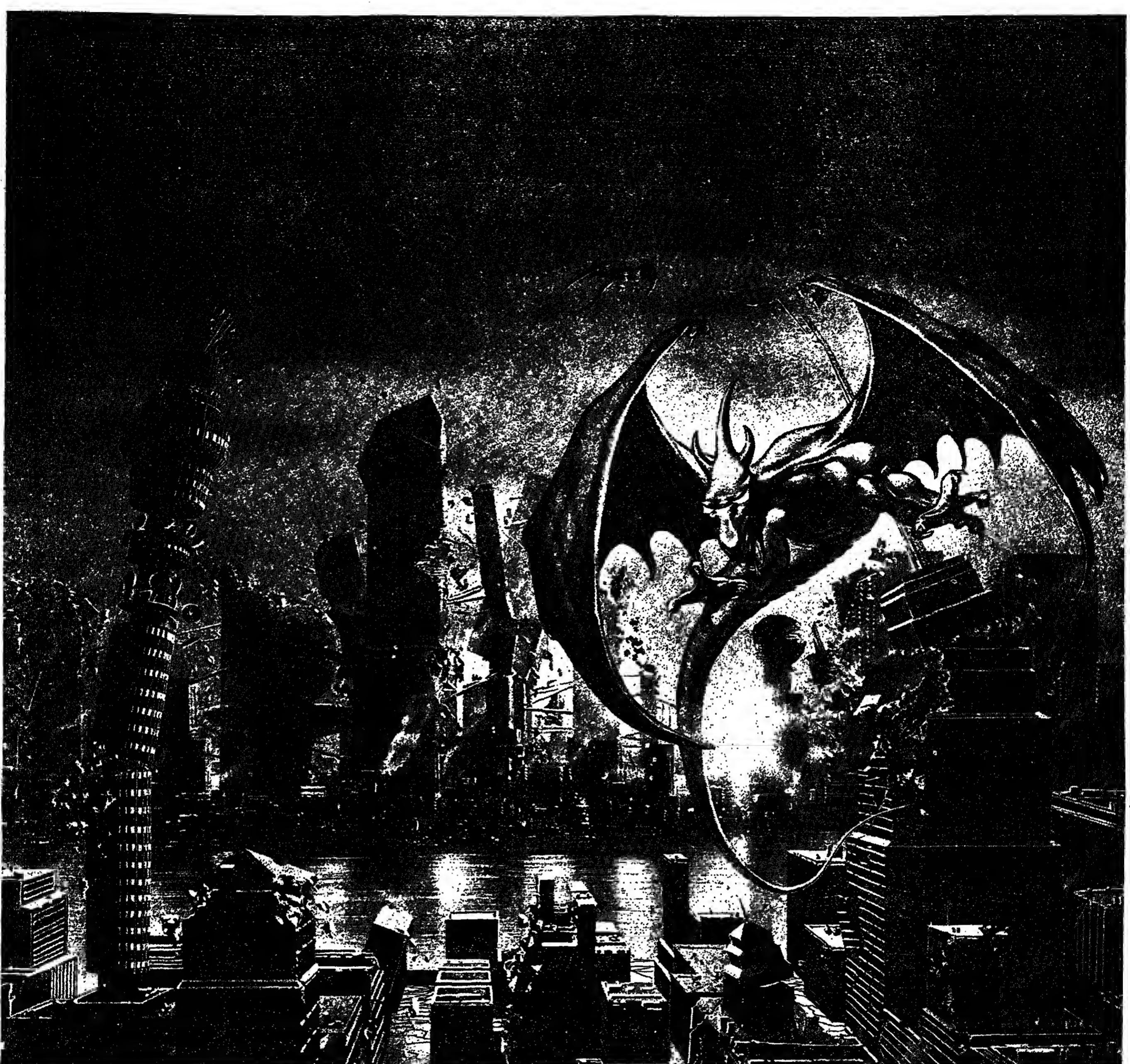
sprung up to challenge AT&T in the long-distance telephone business, while in Britain, a single carrier, Mercury, has been licensed to compete with British Telecom.

In both countries, the result has been a reduction in charges for profitable long-distance traffic, but at the cost of a cut in subsidies for loss-making local service, which has been subject to politically controversial tariff increases. This rebalancing seems likely to continue, as prices are realigned more closely with costs. One of the key policy issues is now whether or not universal service can be redefined in the future with the commercial advantages required by competition.

The answer may not become clear for sometime. In this, as in many other areas, the telecommunications industry is involved in a major experiment. And by definition, the results of experiments cannot be known in advance.



Left: TV by telephone aids medicine: British Telecom's slow scan TV (pictures sent in digital form over a telephone network) could revolutionise medical diagnosis in remote areas where travel is difficult. In Britain, Cornwall is proving a pioneer in the field of diagnosis-by-telephone.



In fact, the future is going to be a lot nicer place than most people think.

Some popular conceptions of the future could leave you hoping that tomorrow will never come.

But whatever trials and tribulations Britain faces in the future, nature has given us a powerful ally.

It's called human creativity. And its brain child is modern technology.

Properly applied, this means that whatever problems present themselves we have the power to overcome them.

At STC we're working towards a vision of the future that everyone will find rewarding.

And at Telecom '83 Geneva, we're showing how that future will, before long, affect everybody's lives.

Firstly, we're demonstrating interactive

video, a dramatic new concept for the telecommunications industry.

Secondly, we're showing how existing office equipment and wiring could be used to create a total office automation and communication system.

And thirdly, there's the application of the new optical fibre, light impulse digital transmission technique to undersea telecommunication systems.

They're all new developments where STC has made the running.

Something we've been doing more and more often recently.

That's why everybody who is even remotely interested in the future should drop in on STC at Telecom '83. And find out how we're turning tomorrow into a great place to be.

A GLIMPSE OF TOMORROW:
STC
Stands 4.95 (indoor) & 5.54 (outdoor)
Telecom '83 Geneva
October 26 to November 1.

STC. A CENTURY OF
TELECOMMUNICATIONS LEADERSHIP

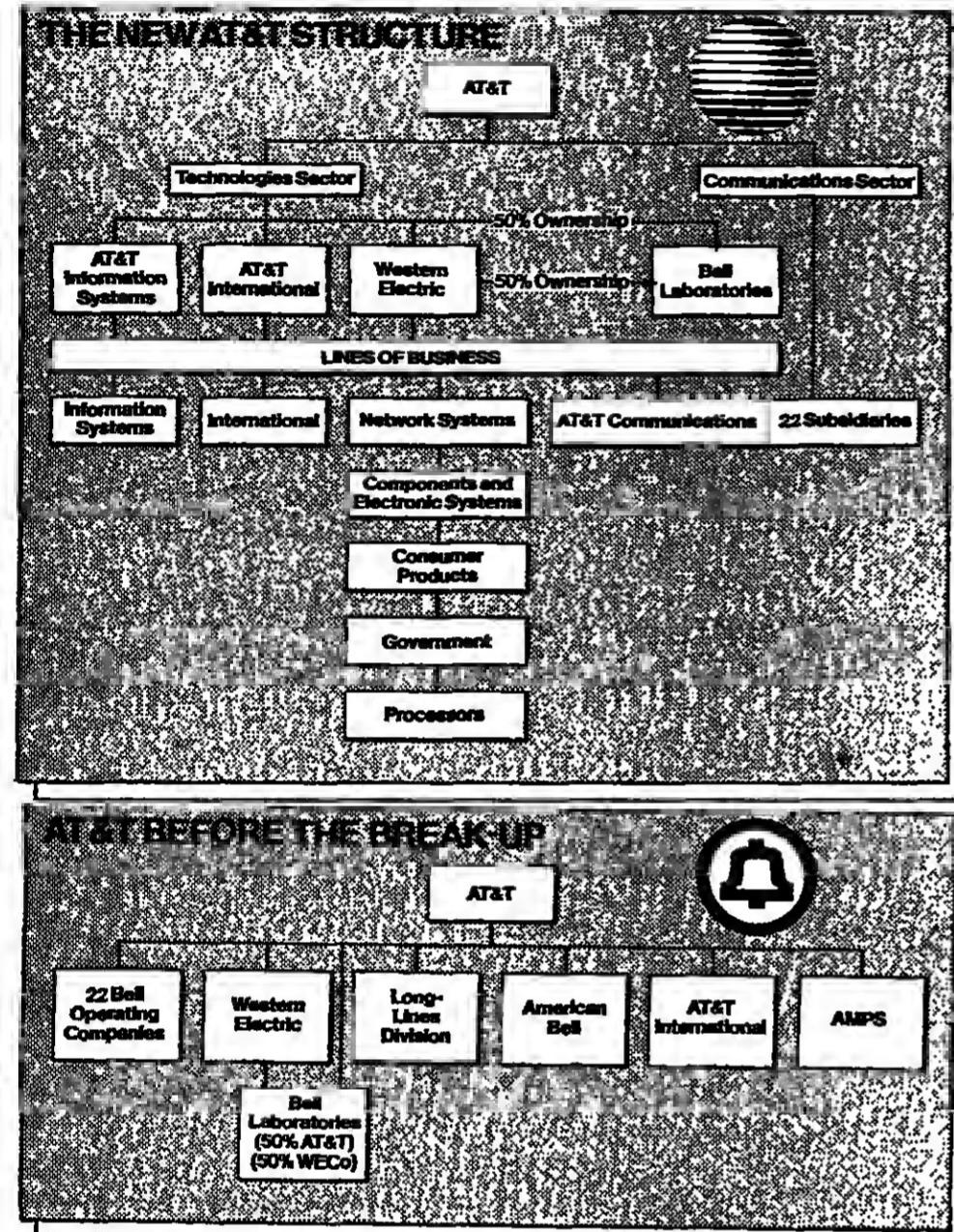
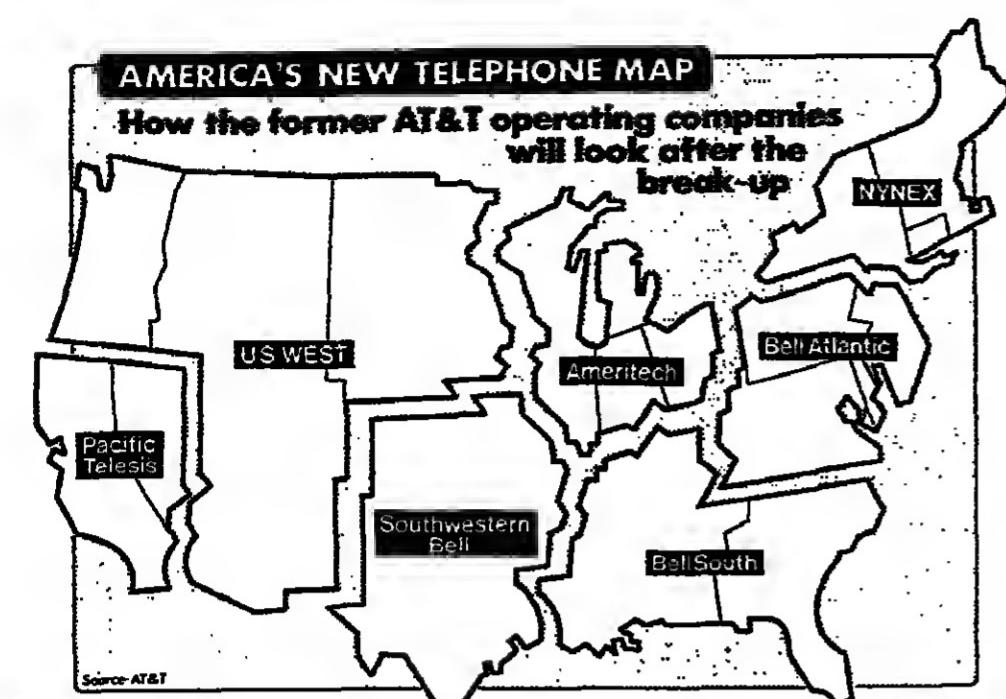
**1883
STC
1983**

STANDARD TELEPHONES AND CABLES PLC.
STC HOUSE, 190 STRAND, LONDON WC2R 1DU. TEL: 01-836 8055.

WORLD TELECOMMUNICATIONS IV

The company must transform itself from a highly integrated organisation into a more aggressive business geared to market demand

AT&T goes in search of a new corporate identity



TWO snapshots of a monolith in transition:

• The last issue of the Bell Telephone Magazine, AT&T's staff journal, features an article by a professor of sociology on coping with grief. Its purpose: to comfort those employees who are reacting to the imminent dismantling of AT&T with the same trauma and anxiety as at the death of a loved one.

• A well-thumbed and heavily annotated copy of "In Search of Excellence" lies on the desk of Mr Charles Brown, AT&T's chairman. The book, by two management consultants, is a study of prominent U.S. companies which have, in the author's opinion, achieved success by developing their own "corporate cultures". Mr Brown, who has urged his top executives to study the book with care, says: "All its lessons are valuable to us."

Mr Brown and his colleagues face a formidable challenge: to disentangle themselves from the immensely complex business of divestiture which has absorbed most of their attention for the past several years and forge a sense of direction and strategic purpose for the new slimmer down AT&T.

"We have grasped the nettle and have our destiny in our own hands," he says. "We have served the American people as a mass-market operation and we are proud of that. What AT&T needs to do now is to provide customer satisfaction on an individual basis."

But AT&T is finding that matching words with deeds is no easy task. It efforts so far to define a new role as a competitive enterprise have met with a number of setbacks. Many employees seem confused by the rapid changes going on around them and uncertain about the future. Mr Brown admits that the company still faces "a couple of very difficult years" as it adjusts to its new circumstances.

By Guy de Jonquieres

American Bell, the subsidiary which AT&T set up to supply deregulated equipment and services, got off to a particularly unfortunate start. After spending \$30m earlier this year to publicise the new venture—the largest advertising campaign in U.S. history—AT&T was told by the judge in the anti-trust trial that it could no longer use the Bell name. The subsidiary was hastily renamed AT&T Information Systems (ATTIS).

A further blow was the abrupt resignation last summer of Mr Archie McGill, the abrasive and controversial head of American Bell's largest division, Advanced Information Systems. Mr McGill, a former top marketing man at IBM, had played a leading role in preparing AT&T for competition and helping it build up a 6,000-strong sales force and customer support service.

Mr Charles Marshall, president of ATTIS, concedes that the unit performed sluggishly in the first few months after it entered business at the beginning of this year. "We didn't exhaust our customers' patience,



CBS and the American Telephone and Telegraph company are participating in a joint field test of an electronic home (videotex) information system in Ridgewood, New Jersey. The test system will provide a combination of news, information, shopping and banking transactions via display terminals in the home.

but we tested it," he says. Now, however, things are going better. He says that orders for a recently-launched PABX, Syntex 86, match this year's planned production capacity (though he won't give any figures) and forecast a strong demand for Net 1000, a sophisticated data network, when it is introduced commercially next year.

Wall Street analysts estimate, however, that ATTIS will lose \$500m to \$1bn this year, and many observers believe that it has a long way to go before it makes a real impact on the market. "It really hasn't developed into anything yet, it's certainly not a force," says Mr Gerald Ely, director of technology at financial services group Merrill Lynch.

AT&T executives complain that their task is made harder by restrictions imposed by the Federal Communications Commission (FCC). By requiring the company to keep ATTIS as a self-contained subsidiary, the rules mean that AT&T must maintain separate sales forces for ATTIS and for its long-distance services.

ATTIS' access to Bell Laboratories' huge research and development resources is also limited, and it has no manufacturing facilities of its own. Furthermore, ATTIS' long-distance operations, which will provide most of the company's income after the break-up, are still subject to much more stringent regulation than its competitors.

The purpose of the curbs is to prevent AT&T from trampling on its competition. But senior executives argue that such safeguards have been made unnecessary by the decision to break up the company and indicate that they will lobby vigorously to have them removed once divestiture has been completed.

The rest of the challenge before AT&T, however, is to transform itself from a highly integrated organisation, many of whose parts deal only with other sections of the group, into a more commercially aggressive business geared to market demand. In the U.S., for instance, in huge Western Electric manufacturing arm, which had a turnover of \$12bn last year, has sold equipment only to customers within AT&T.

But in near-capacity market among the Bell operating companies will be opened to wider competition after the break-up, and it needs to win new customers. AT&T is already selling telephones through retail chains in the U.S. and has set up a joint venture with the Dutch Phillips group to market switching and transmission equipment internationally.

ATTIS also plans soon to start selling part of its vast semiconductor production to the open market, while AT&T has teamed up with home computer manufacturer Coleco to transmit videogames down the telephone line.

To equip itself to handle these increasingly diverse areas of activity, AT&T has undertaken a major corporate restructuring in the past few months. Until now, its operations have been organised by

function—such as manufacturing, research and development. The objective in the future is to organise by product and market.

Half-a-dozen "lines of business" (LOB) units have been created to handle major businesses, including components, computers, consumer products, network systems and U.S. government customers. According to Mr Victor Pelson, an AT&T vice-president supervising the restructuring, each unit is intended to be in charge of its own product development, manufacturing and marketing.

Decentralisation

The internal operations of Western Electric and Bell Laboratories are being rearranged to create groups which are directly answerable to the needs of the LOB units. Several of Western's factories are also being dedicated specifically to the needs of particular LOBs.

How well the new system will work remains to be seen. On paper, at least, it appears to the outsider a somewhat unlikely compromise which aims to decentralise responsibility to the LOBs without jeopardising the integrity of Western and Bell Laboratories. The organisation chart is criss-crossed by a web of management reporting lines. "It is hard to tell who is ultimately responsible for what product," says one industry expert.

It is also uncertain how closely ATTIS and the other components of the new structure will support each other. Though Western Electric supposedly will manufacture for ATTIS and the LOB units, it has already appointed independent distributors of its own, while ATTIS is procuring some products from other manufacturers. Mr Marshall of ATTIS expects this trend to continue.

The different AT&T units are also likely to compete increasingly with each other—and with the diversified Bell operating companies—for the same customers. Western Electric has already signed equipment supply contracts with several of the operating companies, which will be free to enter the market from the start of next year.

More industry observers believe that Western is bound to lose some custom from the operating companies in the future. Whether it can generate enough new business fast enough elsewhere to avoid retrenchments remains to be seen. It has already laid off 17,000 staff in the past year and has announced plans to close three of its 32 plants.

Senior managers admit that their new battle plan is still in the experimental phase and has yet to be tested in action. But they insist that they are prepared to adapt pragmatically. "If anything in this structure doesn't work, we're going to change it," says Mr Pelson. "We're not going to let corporate boundaries interfere with business."

The divestiture of the Bell operating companies will create new opportunities and challenges, reports Guy de Jonquieres

U.S. equipment market on verge of another shake-out

THE U.S. telecommunications equipment market, which has already moved a long way towards more open competition during the past decade, is on the verge of another big shake-up which will create both opportunities and challenges for American manufacturers and an increasingly large number of overseas companies.

The break-up of the Bell Telephone System at the start of next year will sever the close links between American Telephone & Telegraph and its 22 local Bell operating companies and throw open vast markets which have hitherto been dominated by Western Electric, AT&T's manufacturing unit. At the same time, the divested local companies will be free, after a one-year court-ordered hiatus, to re-enter the business of supplying subscriber equipment to the public.

The stakes are high. The total U.S. telecommunications equipment market last year is estimated at about \$30bn. Of that, about \$12bn was accounted for by Western Electric, the world's largest telecommunications manufacturer, which has until now been permitted to sell only to other parts of AT&T.

In future, the operating companies, which are being organised into seven large regional groupings (ROCs), seem certain to cast their net well beyond Western in an effort to secure a wide range of up-to-date equipment at competitive prices. "We see them looking at just about everyone on the marketplace," says Mr Desmond Hudson, president of the U.S. subsidiary of Northern Telecom, Canada's biggest manufacturer.

Indeed, the ROCs have already started to demonstrate their independence. U.S. West, the group serving the north-west and mountain states, has placed orders for subscriber

equipment worth \$100m with Japan's Nippon Electric (NEC) and two young American suppliers, TIE and Zitel, as well as with Western Pacific Telephone and Telegraph, which has orders worth up to \$100m with TIE, ITT, Northern Telecom, Comdial, AT&T, and American Telecom, part of Japan's Fujitsu.

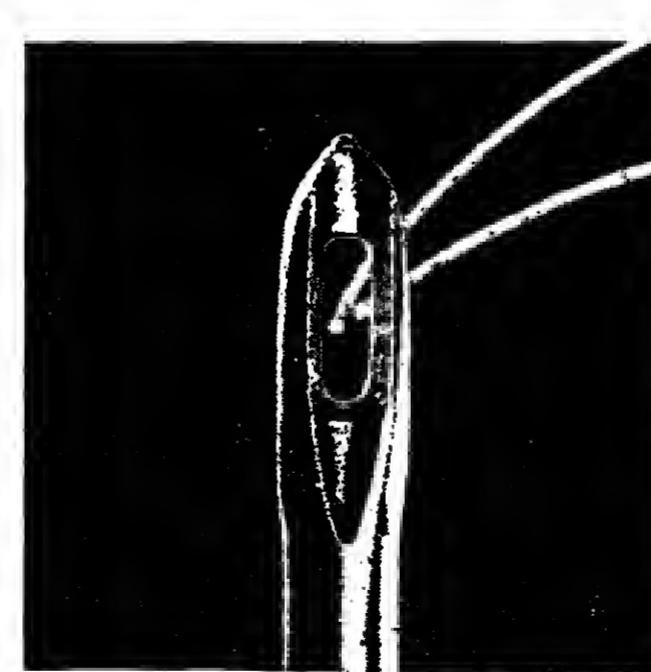
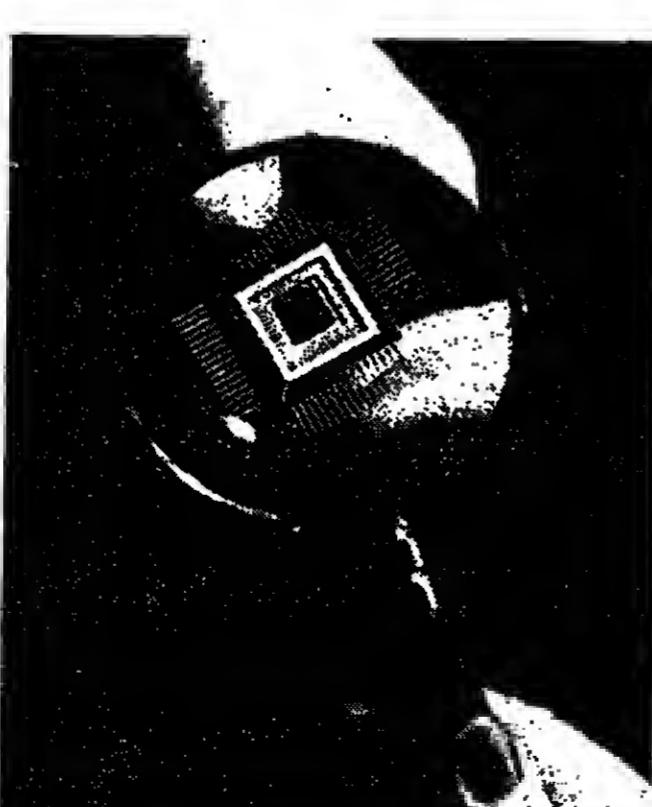
By no means all the ROCS have yet committed themselves to marketing subscriber equipment, and those which have are being selective about the types of product they buy. Few, for example, are expected to offer simple telephones, low-margin commodity items which are supplied increasingly through retail stores. Many manufacturers, such as Northern Telecom, expect to sell in future through their own direct sales forces and independent distributors as well as through the ROCS.

Restrictions

Competition has been growing steadily in the U.S. since 1982, when the landmark Carterfone decision legalised the supply of non-AT&T equipment to Bell System subscribers. Today, almost a score of manufacturers are contesting the market for private branch exchanges (PBXs), and several dozen are battling for sales of smaller key systems.

Though AT&T remains the single largest supplier of PBXs, it accounted for less than 38 per cent of new lines installed last year, according to market research firm International Data Corporation (IDC). Some industry experts estimate that its share will plummet further this year, to as low as 20 per cent, amid customer confusion about the forthcoming break-up.

Regulatory restrictions designed to keep AT&T out of the data processing business have prevented it until recently



Two tiny items of technology that are helping to bring a revolution in the telecommunications world. Left: a highly integrated electronic chip, viewed under a magnifying glass. This chip forms the heart of the new ITT Systems 12 digital exchange.

Above: A single optical fibre which can carry 2,000 simultaneous telephone conversations. Dozens of fibres can pass through the eye of a needle.

from exploiting the shift from traditional analogue PBXs to computerised digital systems, which in their most advanced form can switch both voice and data. That has left the market for larger PBXs wide open to manufacturers of digital systems such as Northern Telecom and Rolm, while Canada's Mitel, among others, has successfully exploited AT&T's competitive weaknesses further down the product range.

Since it was freed to enter unregulated businesses as of

start of this year, AT&T has been scrambling to update its product line. But customer response to its first major product launch, a digital PBX called System 35, has been lukewarm: "Many people have been leery about System 35," says Mr Charles Robbins of IPC. "It was a very, very weak product announcement."

But the battle is far from over yet. AT&T's marketing push is expected to intensify competitive pressures which have driven PBX prices down by as much as

30 per cent in the past 18 months. Several manufacturers, notably Datapoint and Rockwell, have decided to withdraw from the business, and others may follow.

Another new factor, whose significance cannot yet be accurately predicted, is the impact of International Business Machines. IBM earlier this year purchased a minority interest in Rolm. The alliance seems certain to strengthen Rolm's market position and paves the way for IBM's deeper involvement in office information systems.

AT&T still has an important card up its sleeve, however, in the shape of the roughly \$10bn worth of subscriber equipment in use by Bell System customers. This equipment is due to become the property of its unregulated Information Systems subsidiary (ATTIS) from the start of next year and will be offered for sale to users. If, as expected, many customers take up the offer, they will both provide AT&T with a sizeable injection

of cash and reduce the market available to its competitors.

Nonetheless, AT&T undoubtedly faces a struggle if it is to rebuild the comprehensive distribution network provided by the Bell operating companies in the past. Though ATTIS has a 6,000-strong sales force, it is taking time to get organised and still lacks a wide enough range of attractive products, in the view of many industry observers. Moreover, some ROCS may be unwilling to distribute Western Electric equipment if it is already being supplied through ATTIS.

Important changes are also occurring in the ROCs purchasing policies for switching and transmission equipment for their public telephone systems. The 22 local companies have been spending about \$5bn a year on switching equipment, most of it procured from Western Electric.

This level of investment may have to rise in the next few years if the local companies are to fend off the threat of competition to their local monopolies. The Federal Communications Commission (FCC) has authorised a number of applicants to build their own local telecommunications systems which bypass the telephone companies' networks in some cities.

To remain competitive, the Bell System companies will probably have to accelerate the installation of modern digital equipment, which can handle both voice and high-speed data traffic. At present, less than 5 per cent of the entire AT&T switched network is digital, and less than 10 per cent of Bell System telephones are served by electronic local exchanges.

No independent manufacturer is probably better placed to exploit this demand than Northern Telecom, which has already profited from Western

Electric's delay in developing a digital local switch. Northern Telecom has already won switching orders worth about \$1bn in the U.S., and its DMS exchange family has been blessed with official technical approval by AT&T. This year, Northern Telecom expects the U.S. to account for more than two-thirds of its digital switching revenues.

Foothold

GTE also supplies switching equipment in the U.S., though it has sold little outside its own operating companies so far. ITT hopes to find U.S. customers for a modified version of its System 12 digital exchange, which was developed in Europe, while Britain's Plessey recently acquired a foothold in the market by buying the public switching business of Stromberg-Carlson, an old-established U.S. manufacturer.

Strong demand is expected for network equipment and terminals for the new generation of computer-controlled cellular mobile radio systems, which are due to enter service in many U.S. cities in the next few years. A number of manufacturers are competing for this business, including Sweden's L.M. Ericsson, Japan's NEC and Northern Telecom, as well as Western Electric, Motorola, Harris, ITT

The surge of competition in the long-distance telephone business is also providing a boost to equipment suppliers as AT&T's smaller rivals invest heavily in modern intercity networks. The biggest of them, MCI, expects to spend at least \$1bn annually for several years to build new capacity and recently placed a sizeable switching order with Ericsson.



When it comes to telecoms London towers above the rest.

London has been a major centre of telecommunications for a long time now. It's had the well-proven infra-structure of the British Telecom network, with its national and international links, direct and via satellite.

It's had the benefits of years of massive investment in hardware and systems by British and international manufacturers.

And now it has the advantage of an open marketplace. British Telecom — unlike any of its European counterparts — operates in a

competitive environment, with all the advantages in product choice and keen service that this brings to customers.

Not only is British Telecom competing — we're ahead!

To find out how we can help your company with telecommunications see us at Telecom '83 in Geneva.

Or call us on Freephone Telecom London. If you're phoning from outside the UK call +44 272 294324.

British
TELECOM
London

WORLD TELECOMMUNICATIONS VI

Explosion of competition in U.S. long distance service

RARELY HAS any industry experienced such a sudden explosion of competition and consumer choice as has occurred in the past few years in the U.S. market for long-distance communications.

Fifteen years ago, the only company offering long-distance services was American Telephone and Telegraph. Five years ago, the number had grown to about half-a-dozen. Today, it is hard to tell how many competitors there are, but estimates range as high as 600, all offering services at prices ranging from one third to one tenth of those charged by AT&T on selected routes.

Altogether, according to industry analysts, AT&T's smaller competitors have succeeded in capturing as much as 10-15 per cent of the \$40bn a year long-distance market. Most of the recent newcomers have grown up as a result of a Federal Communications Commission (FCC) ruling two years ago, which required AT&T to offer bulk capacity on its circuits for resale to third parties.

Typically, the so-called common carriers which have taken advantage of this freedom offer a geographically-restricted service on lines leased from AT&T. Their only major capital investment is in an exchange to connect their customers, so that they can afford to undercut substantially the tariffs charged by the Bell System.

Industry experts believe that the sudden upsurge of resell common carriers will prove only a short-lived phenomenon, and that most will be driven out of business by a squeeze on their margins in the coming months. But it is clear that many of AT&T's competitors are here to stay and are likely to increase their market share. To survive, however, they will need to evolve new strategies.

Competitors in U.S. long-distance transmission dates back to 1968 when MCI Communications, then a tiny start-up, won the right to offer a service on a microwave radio link between St Louis and Chicago. Since then, MCI has connected many other cities, built 15,000 miles of network of its own and increased its annual turnover to more than \$1bn. Today, it has more than 1m customers, including both businesses and private households.

MCI remains AT&T's leading challenger, with about 3 per cent of the long-distance market. Similar services are also offered by ITT, GTE's

Sprint subsidiary and Satellite Business Systems, a joint venture between International Business Machines, Comsat and the Aetna insurance group which uses sophisticated satellite facilities to beam voice and data communications between subscribers in the U.S. and Canada.

Until now, these companies have competed against AT&T chiefly by charging lower tariffs. But the imminent break-up of the Bell System is expected to reduce the room for price com-

...it is clear that many of AT&T's competitors are here to stay and are likely to increase their market share.'

petition and require them to focus more on quality and diversity of service.

The break-up will have two effects on the economics of long-distance telephone services.

1. It will give AT&T greater scope to cut its tariffs by removing the substantial subsidy which it has paid to its operating companies for the past 10 years to support their local networks. AT&T recently tied tariff reductions averaging about 10 per cent with the FCC.

2. It will increase the long-distance carriers' costs. The FCC has designed an elaborate system of "access charges" which the carriers will have to pay from the start of next year for the right to connect with the Bell System companies' local networks. The charges, which will decline progressively until 1990, are intended to compensate for removal of the automatic AT&T cross-subsidy. The short-term outlook has, however, been clouded by the FCC's decision to postpone introduction of access charges by three months until early April. The planned reduction in AT&T's tariffs will also be delayed until that date.

AT&T is due to pay a special premium charge for the first four years, until competitive advantages which it enjoys over its smaller rivals are eliminated. These are at present obliged to use lower-quality local lines, so that subscribers must "dial lengthy access codes to use their systems. It will take some time to phase out these anomalies.

The details of the access charge plan are still subject to modification. AT&T's cam-

petitors argue that their own charges have been set too high and do not make adequate allowance for the inconvenience their customers will face. There is also pressure building up in Congress to alter the FCC decision.

AT&T will still be subject to tighter regulatory constraints than other carriers in the foreseeable future. It will have to obtain FCC approval before making any changes to its services and tariffs (its rivals need only to notify the FCC

on AT&T's circuits. The approach of the break-up has triggered off a small boom in network construction, with new projects springing up all over the country.

MCI has embarked on an ambitious investment programme worth more than \$1bn a year. It plans to build more than 4,000 miles of high-capacity optical fibre cable and to buy a number of satellite Earth ponders. According to Mr Orrville Wright, MCI's president, its annual spending will continue at more than \$1bn for several years.

Similar ventures are also being undertaken by other investors with a view to selling or leasing capacity to carriers and other large users. Southern New England Telephone plans to join forces with CCA, one of the largest US railways to lay optical fibre cabling along rail track. Britain's Cable and Wireless is working with another railway, the Kansas-Texas-Missouri, on a similar scheme.

These networks will be marketed primarily to resale common carriers anxious to obtain their own, independent, transmission circuits, and to large companies which are developing private communications networks of their own.

The long-distance communications market is growing by about 12 per cent annually, and Mr Wright of MCI foresees that it will be worth \$90bn by the end of this decade. AT&T's rivals are expected to capture a significant proportion of this growth. There is the fact that AT&T faces a loss of market share," says Mr Richard Tool, telecommunications analyst at brokerage house Merrill Lynch.

AT&T recently launched a sophisticated electronic mail service, which will transmit text between customers in different cities. The messages can be sent direct to a computer or, for a lower charge, delivered to them in designated Western Union MCI is also bidding for license to operate cellular mobile radio services in several American cities and hopes to expand in international communications markets through its recent acquisition of Western Union International.

Combined Networks, one of the largest resale common carriers, also plans to launch a wider range of business communications facilities. It has formed a joint venture with Britain's Air Cell to set up a chain of "electronic business centres" in the U.S. These will offer advanced telex, electronic mail, service dispatch and computerised telephone answering services.

Many of AT&T's rivals are also seeking to build more solid foundations for their business by building advanced transmission systems of their own, which will reduce their dependence on AT&T's circuits.

Guy de Jonquieres

The Shipton E12

APPROVED for your use

The E12 is the only small business telephone system exclusively available from private enterprise which is approved for attachment to the public network.

Shipton Communications Ltd

Shipton House, Frogmore Lane
Hemel Hempstead, Herts HP3 9TG
Telephone: 0442 47171
Telex: 825422



Regional Centres: Birmingham 021-544 8273 London 01-588 0711 Manchester 061-653 9911
and the following Authorised Distributors

Aberdeen	Energy Communications	024-722985	Farnham	0825-714953	London West	07-408-7535
Aberdeen	Scott & Scott	024-538-495	Fife	0329-264484	Ludlow	0544-809555
Aberdeen	Scott & Scott	024-538-495	Flintshire	024-874-2222	Lydney	0531-222222
Beth	Cost-a-call	0816-225798	Gloster	041-2252142	Market Bosworth	0507-225-0017
Belfast	All Video	0232-248260	Gloucester	041-241-211	Marchester	0673-910440
Birmingham	Comstar Telephone Systems	021-243-378	Gwynedd	041-241-211	Marlborough	0673-910440
Bournemouth	Robophone	020-454-3378	Harrow	01-305-7241	Market Harborough	0673-910440
Brighton	Modem Communications	0202-681-524	Hartlepool	0702-682325	Market Rasen	0673-910440
Brighton	Answekey	0273-2462	Hestfield	0493-4518	Marlwick	0673-910440
Brighton	Telecommunications Supplies	0273-2462	Heywood	0493-59923	Merton	0673-910440
Brighton	Peripherals Masters	0272-297371	Hitchin	0492-689103	Middlesbrough	0673-910440
Bristol	Robophone	0272-74141	Huntingdon	0492-689103	Moseley	0673-910440
Bristol	Telecom	0272-73277	Ipswich	0206-475328	Nottingham	0673-910440
Camberley	Alpha Telecom	0272-73277	Isle of Wight Intercom	01-305-7241	Northallerton	0673-910440
Camberley	Direct Communications	0490-63300	London North	01-305-7241	Northampton	0673-910440
Cardiff	Anchor Systems	0222-466-916	London North West	01-305-7241	Nottinghamshire	0673-910440
Cardiff	Response Communications	0222-466-916	London South	01-307-1772	Nottinghamshire	0673-910440
Chelmsford	Response Communications	0206-655-2003	London South West	01-350-5794	Nottinghamshire	0673-910440
Cleveland	Industrial Communications	0642-67651	London South West	01-350-5794	Nottinghamshire	0673-910440
Coventry	Comstar	0203-795-354	Gateshead	01-581-5658	Nottinghamshire	0673-910440
Edinburgh	Car Link Communications	0303-225-6563	General Telephone Systems	01-482-2754	Nottinghamshire	0673-910440
Edinburgh	General Telephone Systems	0303-225-6563	Gloucester	01-537-1542	Nottinghamshire	0673-910440
Exeter	Communications Systems	0302-215103	London West	01-723-4038	Nottinghamshire	0673-910440

AT & T AND REGIONAL HOLDING COMPANIES PAST PERFORMANCE*

Bell operating companies, grouped by regional territories	1982 operating revenue and sales for	% change from 1981	1982 growth rate	1982 capitalisation	Debt ratio	1982 return on equity %	1982 network lines	Number of telephone subscribers (1,000)	Population (in millions) of area served from 1982	% owned by AT & T
AT & T	\$5,833.62	+11.82	+12.27	\$16,405.60	44.50	11.71	84,765	123,978,040	318,574	+ 1.3%
NYNEX	9,686.29	+12.09	+10.65	12,192.49	39.33	12.43	18,553	17,406,016	36,720	- 0.5%
Bell Atlantic	3,349.32	+11.54	+11.12	12,960.96	36.72	11.64	13,949	23,346,004	31,975	+ 4.5%
Bell South	10,207.79	+11.94	+12.75	16,021.59	36.76	13.49	13,932	28,501,213	41,600	+ 10.5%
Ameritech	8,721.80	+ 8.69	+ 9.61	12,880.60	38.65	11.33	13,831	23,571,025	41,688	+ 5.5%
Southwestern Bell	7,711.10	+13.63	+15.14	12,009.10	38.93	11.96	16,124	26,902,610	24,024	+ 11.5%
Pacific Telesis Group	7,855.49	+15.29	+14.05	12,925.00	59.71	14.21	10,567	18,971,681	27,282	+ 18.5%
U.S. WEST	7,306.20	+ 8.94	+12.58	11,750.79	37.68	11.54	16,287	16,752,270	34,600	+ 12.5%
Cincinnati Bell	337.41	+11.26	n.a.	843.96	37.00	10.50	617	n.a.	n.a.	n.a.
Stim New England Tel	1,061.00	+ 7.78	n.a.	1,968.006	41.00	11.40	1,538	n.a.	3,100	+ 2.5%

*Reflects Bell operating companies' 1982 results. Capitalisation figure includes equity and long term debt. Actual reported holding companies' capitalisation figure is slightly smaller because intercarrier and intrastate facilities' assets will be transferred to AT & T. ** Does not include debt maturing within one year. Total asset figure. 1/24 per cent owned by AT & T. Source: Salomon Brothers, except: (1) AT & T Central Services Organisation, (2) U.S. Statistical Abstract.

Regional regroupings presage higher local charges

'Each of these new telephone giants will rank, in its own right, among the 10 largest utilities in the U.S.'

By Guy de Jonquieres

U.S. telephone subscribers will soon pay more:

Below: A Bell public call box in use at the Epcot Centre at Orlando, Florida

U.S. telephone subscribers will soon pay more:

Below: A Bell public call box in use at the Epcot Centre at Orlando, Florida

U.S. telephone subscribers will soon pay more:

Below: A Bell public call box in use at the Epcot Centre at Orlando, Florida

IT IS setting the standard at Telecom 83. And you can prove it for yourself.

The ITT exhibit at Telecom 83 is the biggest by any single company.

And it is the most engrossing.

Because almost everything on display is working.

Which means you will see a totally integrated telecommunications system.

It includes everything from PABX's to laser light shows, from the last word in telex machines to the latest thing in programming, from fiber optics to facsimile printers.

At the heart of the exhibit is the world-beating System 12.* ITT's unique, fully digital switching exchange.

When you visit the ITT stand, in Hall 4, please put System 12 to the test. Discover for yourself why its fully distributed processing control gives it an unmatched advantage over any competitor.

System 12 can satisfy any need, from a small rural exchange to a major local exchange or a large scale toll system. The system on display provides links between

PABX's, VDUs, printers and facsimile machines, and the 120 telephone sets on the stand.

And, by means of a link to a second System 12 exchange being shown by ITT's Belgian company elsewhere in the exhibition, you can even make international calls. So make a point of visiting the ITT stand.

It is, after all, setting the standard.

ITT
Setting the Standard.

European Headquarters, Avenue Louise 480, 1050 Brussels, Belgium.

WORLD TELECOMMUNICATIONS VIII

Britain's programme to liberalise telecommunications: Guy de Jonquieres examines the progress achieved so far

UK plan has far-reaching objectives

IT IS just over three years since Sir Keith Joseph, then Industry Secretary, announced that the British Government intended to remove the Post Office's traditional monopoly over the provision of telecommunications equipment and services and throw the market open to wider competition.

Sir Keith had three broad objectives: to stimulate the growth of a more vigorous, innovative and entrepreneurial supplier industry; to boost the British economy by providing users with a wider freedom of choice and a technologically advanced and efficient communications infrastructure; and to sharpen the performance and commercial aggressiveness of the Post Office's telecommunications business (later split off and renamed British Telecom).

His decision was, and remains without precedent in Western Europe. Since it was announced, the policy framework within which the British telecommunications industry has functioned for most of this century has been radically transformed. A phased programme of liberalisation set in train and the foundations laid for a new system of regulation.

Today, the Government is preparing to take its radical action a stage further by selling 51 per cent of British Telecom (BT) to private investors. The sale, planned for the autumn of next year, is expected to raise about £4bn and would be by far the largest equity flotation made in Britain.

Progress

How well has Britain's experiment gone in practice? Among its most positive results to date is, undoubtedly, the change of attitude within BT. The organisation—or at least its senior management—has reacted to liberalisation with an enthusiasm and aggressiveness which would have been hard to credit even two years ago. Indeed, the vigour of its response far outpaces the extent of the immediate competitive threat to its business.

BT has launched a wide range of new competitive products and services, ranging from microcomputers to electronic mail, and accelerated the introduction of network enhancements such as high-speed digital circuits. It has

also set tougher terms for its traditional suppliers, such as GEC and Plessey, forcing them to slash their prices for products such as the Monarch PBX and to compensate for System X, Britain's family of digital public exchanges.

BT has begun to take long overdue action to instil proper financial and management controls and has set about dividing its main lines of business into profit centres. It still has a long way to go, however; its public network is burdened with much unnecessary equipment, it is handicapped by a history of poor labour relations and bureaucratic attitudes are still widespread among middle and lower levels of management.

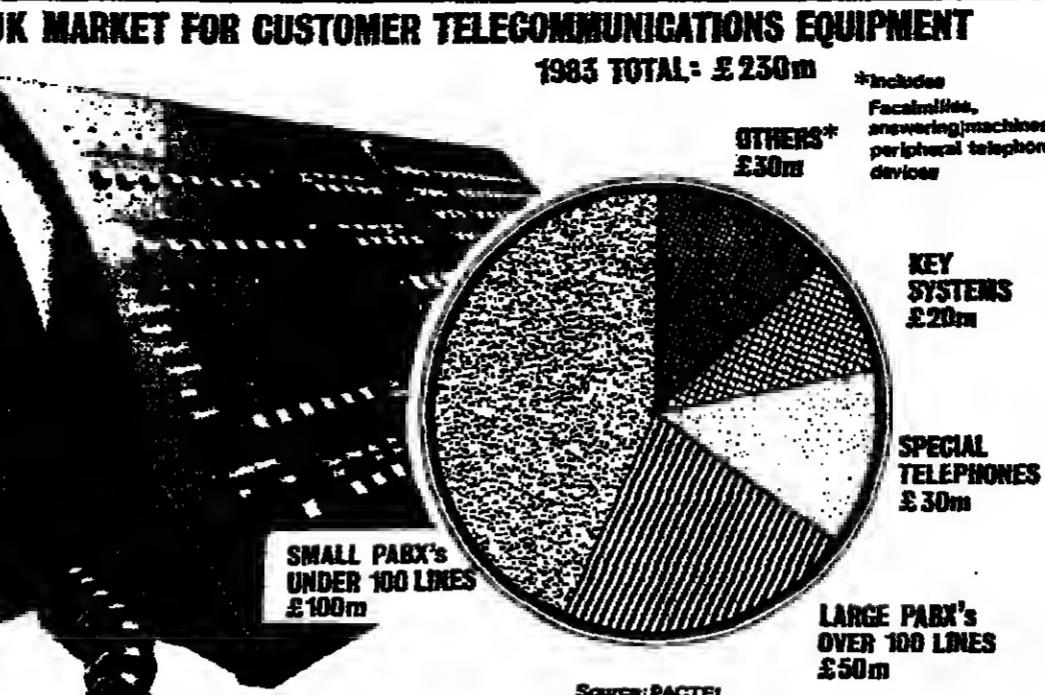
The opportunities offered by liberalisation have also attracted fresh investments in Britain's telecommunications industry, particularly from overseas. Canada's Miltex has set up a large modern factory in South Wales, and Northern Telecom, also of Canada, recently announced plans to start manufacturing in the UK.

Joint venture

GTE, the largest American independent telecommunications company, has formed a joint venture in equipment with Ferranti while Motorola, also of the U.S., is enlarging its radio communications production in Britain. Plessey, by contrast, has responded to the growth of competition at home by expanding in the U.S. through acquisitions and alliances, in a bid to become a world-scale manufacturer.

Mercury, the only company authorised so far to operate an independent telecommunications network in competition with BT, is still in its infancy and has had to find something of an uphill battle to date. BT has slashed its own tariffs for long-distance transmission over the market in which Mercury expects to make most of its money—and Mercury is also having to contend with a campaign of disruptive resistance waged by BT's main unions.

Mercury has the support of three well-heeled backers, Cable and Wireless, British Petroleum and Barclays Merchant Bank. But it seems unlikely to make much more than a small dent in BT's business before the end of this decade, and even in the longer term expects to capture only a modest share of the total market.



During the past two years, the Government has been forced to intervene repeatedly to prod the equipment approvals process along. Initially, and until independent procedures for writing standards and testing equipment were established, it gave BT responsibility for testing competitive products. The arrangements gave rise to considerable recrimination between BT and equipment manufacturers, the former objecting that it was overstretched and the latter complaining about foot-dragging.

The independent procedures are now in place, but by late September only one product had been approved through them. All the 250-odd other items certified for competitive sale have been processed under improvised schemes operated by the Department of Trade and Industry, which has discriminated in favour of UK-based manufacturers.

Mercury, though legally deprived of its monopoly, continues in practice to tower over most areas of the telecommunications market. Indeed, one of the inherent problems in the Government's policy so far has been reconciling its desire to press BT to be more efficient and aggressive (thereby reinforcing its market domination) with the objective of encouraging a wide diversity of market participants able to compete on reasonably equal terms.

This dichotomy is likely to be further highlighted as plans proceed for the sale of shares in BT. Officially, the Government argues that privatisation is a logical extension of liberalisation. But it faces a delicate task in striking a balance between maximising the sale proceeds and the broader aims of its telecommunications policy.

BT's appeal to investors will depend critically on the regulatory framework within which it will be required to operate after privatisation. The two principal regulatory instruments will be BT's licence (to be published this month) and a formula which will peg its tariff increases for certain services below the annual inflation rate.

The licence will spell out BT's obligations to provide universal service and to continue unprofitable but socially desirable services such as emergency calls. The exact workings of the tariff-setting formula have yet to be decided.

The Government plans to create an Office of Telecommunications (Oftel) to ensure fair competition. It will have powers to investigate abusive practices and to direct offenders to take corrective action.

BT and prospective investors will clearly prefer the tightest possible regulation, so that

organisation can present itself as a dynamic stock in a growth industry. But as well as squaring that aim with the interests of ensuring fair competition, the Government must solve another conundrum. This is that the more attractive BT looks to investors, the bigger will be the task of disposing of all its shares at once.

The option would be to break the organisation up and sell it off in pieces. That was seriously considered at one point but was rejected as impractical. The major objections were that it would be hard to find buyers for the local telephone networks (such as the local network); that it would infuriate BT's main unions and that lack of precise financial information made it almost impossible to make a sensible division of BT's assets.

BT has also convinced the Government that it must remain intact if it is to compete effectively on world markets against giants such as America's Telephone and Telegraph. The organisation's senior managers argue that it can play a strategic role in the development of Britain's information technology industry by spearheading a thrust by manufacturers on world markets.

It is still uncertain, however, whether that objective can be reconciled satisfactorily with BT's own future requirement to maximise its margins on equipment sales.

Radical as intent, Britain's new telecommunication policies are clearly proving a challenge to implement in practice. It remains to be seen whether the Government can realise all the objectives which it has set itself. It will take longer still to judge whether the experiment yields the economic and commercial benefits expected of

MAJOR DEVELOPMENTS IN UK TELECOMMUNICATION

A chronology of major developments in UK telecommunications policy:

September 1979: Government says that it intends to restructure the Post Office along lines recommended by 1977 Carter Committee report and to review its monopoly.

July 1980: Sir Keith Joseph, Industry Secretary, announces intention to curtail Post Office monopoly over the supply of subscriber equipment and network services and to consider competition in transmission systems.

November 1980: Government publishes Telecommunications Bill, seeking authority to split the Post Office into two separate organisations, one dealing with posts and the other (British Telecom) with telecommunications (Oftel) to regulate the industry.

July 1981: Government introduces White Paper proposing sale of 51 per cent of British Telecom to private investors and creation of an Office of Telecommunications (Oftel) to regulate the industry.

October 1982: House Committee recommends liberal policy to encourage the development of privately financed mobile television systems.

Recommendation

February 1983: Government accepts recommendation of a report by Professor Stephen Littlechild that, for the first five years after privatisation, British Telecom's tariff increases for selected services be pegged below the inflation rate.

Government also announces intention to abolish British Telecom's monopoly over its customers' telephones and to allow resale of British Telecom's domestic circuit capacity for value-for-money. It agrees to consider increased competition in international telecommunications and satellite services.

April 1983: Mercury telecommunications announced initially in City of London area.

April 1983: Government announces outline of cable television policy, revolving for creation of a regulatory body and laying down broad standards for good taste and advertising. British Telecom to have exclusive rights to link local cable systems and provide voice telephony via cable. Twelve interim franchises to be granted by year-end before passage of legislation.

July 1983: Legislation to authorise sale of British Telecom reintroduced in largely unchanged form following general election. Government pledges to offer British Telecom to investors as a single entity and aims for flotation in autumn 1984. British Telecom's licence to be published before the end of this year.

UK SUBSCRIBER MARKET: SOURCES OF SUPPLY

Equipment type	Supply	Installation	Maintenance
First telephone	BT	BT	BT
Other telephones	BT/Private	Supplier	Supplier
PABX	BT/Private	Supplier	BT*
Telex terminals	BT/Private	Supplier	Supplier
Modems	BT/Private†	Supplier	Supplier
Faximile terminals	BT/Private	Supplier	Supplier
Teletext terminals	Private	Supplier	Supplier
Videotex terminals	Private	Supplier	Supplier
Mobile telephones	Private/BTS	Supplier	Supplier

*With the exception of digital PABX exchanges installed after liberalisation.
† Modems operating at 2,400 bits/s and above.
‡ BT markets on behalf of the supplier, Siemens. It does not purchase them from the manufacturer.
§ BT Emerald markets radiotelephones.

Source: Logica

Cable and satellite technology opens up ever-widening new horizons

A boon for business services

SATELLITE TECHNOLOGY is flying high in the UK telecommunications market. Satellites already in orbit, and others much more powerful to be launched in the next few years, will help to meet the continuing increase in international traffic.

They will also encourage an expansion of specialist business services such as facsimile transmission and video-conferencing and provide extra back-up for the terrestrial system during a period of transition to an optical fibre network.

Satellites will also feed pictures to the heads of new cable networks and will enable the BBC to launch a direct broadcast by satellite (DBS) service to homes scheduled to begin in 1986.

For Mercury Communications, which has been given the task of being a private sector competitor of British Telecom, the flexibility and speed of satellite links should make it a little easier to establish itself in the market place.

Satellites have become increasingly important for UK telecommunications across the Atlantic and to other parts of the world because relative costs of satellites and undersea cable have moved much closer together.

The launch and equipment costs of satellites may be high, but the extra power and channel capacity on modern "birds," BT says, is beginning to make the cost competitive with submarine cable. Cable, however, has a design life of 25 years as opposed to around seven for a satellite, and is more secure.

Intelsat, the international satellite organisation, has a total capacity of about 25,000 two-way telephone circuits of which Britain's share is around 6,000 circuits. Use is growing at the rate of 21 per cent a year.

Because of this growing traffic five new telecommunications satellites costing more than £550m were ordered last year.

The new Intelsat VI satellites, due in service by 1987, will each be able to carry 33,000 phone calls at once as well as several television pictures.

In Europe, the European Communication Satellite (ECS) series—the first of which was launched successfully in June by the European space rocket Ariane, will also provide an

international.

But in Britain BT will be leasing existing transponder capacity on behalf of programme providers wanting to use low power satellites to distribute their programmes to local cable operators.

The situation here, however, was changed recently by the decision of Mr Leon Brittan, the Home Secretary, to allow independent television to have two DBS channels.

Companies outside the traditional structure of independent television can apply for franchises and Gottschalk Films and Television, which has put together a premium movie channel consortium, for example, has expressed an interest in bidding for DBS capacity.

BT is also likely to be the cable network provider in a number of the pilot franchises due to be announced by the Government some time in November.

The multi-channel cables used to carry programming and interactive services into the home are however unlikely to carry BT's normal telephone traffic in the foreseeable future. The existing telephone wires, wrapped up in a separate plastic cover, will be condemned to be.

The view of satellites and cable for domestic voice service is rather different at Mercury. The consortium put together by Cable and Wireless, British Petroleum and Barclays Merchant Bank.

Mercury hopes to make an early entry into the transatlantic trade on Intelsat V and has ordered an 18 metre receiving dish from Marconi.

Planning permission has been applied for at several sites. The favourite at the moment is an old quarry in Oxfordshire. The site has the dual attractions of obscuring the visual impact of the dish for local people while protecting the equipment from micrometeorite interference.

The company is also keeping a flexible approach to the use of satellite to bring its telephone services to cities such as Glasgow. Satellites may be used to bridge the gap until the main fibre optic trunk routes planned

to link Britain's major cities are in place.

A number of applicants for pilot cable franchises are believed to have written in Mercury as a telephone operator in their applications to the Government.

Should any of those applicants be successful in being awarded one of the 12 pilot franchises, Mercury plans to send a portable satellite receiver dish to the area. This would enable a rudimentary telephone service to be established at least in a few areas within 12 months.

Mercury would like to use the expansion of cable as a relatively easy way of setting up a local telephone network. Voice and data communication would be offered as an optional extra on top of entertainment television, with subscribers at least initially having to install another telephone as well as their BT receiver.

Mercury plans to offer local telephone services. This could include the right to sell telephones and other equipment.

Mercury studies suggest that the addition of telephone service would enable many cable operators to break even more quickly and, it is claimed, could contribute as much as 50 per cent of net profits after 10 years.

Away from the impending commercial battle between BT and Mercury a number of companies are already offering specialist services by satellite.

Visnews, the international television news agency recently announced a joint venture with British Telecom International and Western Union called Bright Star. It gives Visnews its own transatlantic satellite link.

In a similar move earlier this year, though for data and documents rather than television pictures, a London subsidiary of the U.S. printing company, R.R. Donnelly, introduced a satellite service. It was primarily intended for the transmission of time-sensitive documents, but is also used to send the Economic Magazine to printers in the U.S.

JRC Japan Radio Co. Ltd.

Since 1915

MAIN OFFICE: 5th/6th floors, Akasaka Twin Tower (Main), 17-22, Akasaka 2-chome, Minato-ku, Tokyo 107, Japan
Phone: (03) 584-2411 Telex: 342-5420 JRCTOKT J Cable: JAPAN RADIO TOKYO

UK BRANCH OFFICE: N. Shokawa, Ground Floor, Temple Chambers, Temple Avenue, London E.C.4 Phone: 01-353-7960
Fax: 885629 JAPRAD G

U.S.A. BRANCH OFFICE: T. Hayashi, 120 East 59th street, New York, New York 10022 Phone: 212-355-1180
Telex: 230-046635 JAPANRADIO NYK

carrier from the Federal Communications Commission.

BT's membership—with GEC-Marconi and British Aerospace in the Unisat consortium due to build the BBC satellite broadcasting system will also increase its business data capacity.

The satellite will have two spot beams, one focused on Europe and one on America, allowing transatlantic communications.

The organisation believes that the potential, however, is great. Independent market research has indicated significant demand for such European business satellite services using small dish earth stations.

For BT, with an established terrestrial telecommunications network covering a relatively small country the thrust of its effort in the new technologies of satellite and cable is largely

WORLD TELECOMMUNICATIONS IX

Privatisation has meant a major reorganisation in management structure, says Jason Crisp

British Telecom: radical changes ahead

AFTER DECADES of cautious evolution British Telecom has been shaken to its bureaucratic core by a number of radical changes that have been forced upon it mainly by the Government. Only its U.S. counterpart, the giant American Telephone and Telegraph, could claim to be undergoing more dramatic changes.

In the past four years, the old Post Office has been split into telecommunications and mails with Giro.

The telecommunications arm, renamed British Telecom (BT), has been stripped of its statutory monopoly, is implementing a major internal reorganisation and now faces privatisation in the largest-ever sale of state assets in the UK.

The prospect of privatisation has provoked a series of labour disputes with its largest union, the Post Office Engineering Union (POEU).

As a result of competition the Government was rapidly attracted to the idea of extending the sale of state assets to include BT.

These external changes have forced BT to make a number of internal changes in order to respond to new challenges.

In addition, it has become a much more cost-conscious purchaser and has started slowly to reduce the numbers of staff in its bureaucracy.

Since the Conservative Government was first elected in 1979, it has made British Telecom the subject of two major pieces of legislation, the British Telecom Act 1981 and the British Telecommunications Bill which is just entering the committee stage.

The original legislation began comparatively modestly with a proposal to split up the Post Office and to liberalise some of the telecommunications monopolies.

The original plan to split the Post Office in two had originally been proposed in the Carter report. The liberalisation stemmed from frustration at the extraordinarily poor service from BT, partly a hangover from labour disputes and an admiration for the developments in the USA.

But even at little as three years ago, BT top management did not believe it would ever face competition with its basic network, which like many other telecommunications authorities around the world it believed was a natural monopoly.

But gradually that argument was lost and the Department of Industry licensed a single network competitor, Mercury, a consortium of Cable and Wireless, BP and Barclays Merchant Bank.

Scarcely had that blow—in BT's mind—settled in when it became clear that the Conserva-

vices such as leased lines and a range of new digital services such as Kilostream and Satstream. Local Communications Services looks after the local networks and the 61 local areas are being turned into profit centres.

• British Telecom Enterprises, consisting of four independent profit centres:

Considerable delays and mounting costs resulted in major re-privatisations. Major BT now sells telephones virtually they could only be sold. BT has extended its range of products, including the first legal cordless telephone to be available in the UK.

BT has also introduced plugs and sockets as part of the liberalisation process which also enables other vendors of telephone instruments to be readily connected to the network.

It has also set up a number of retail outlets from its own franchises to major chains, such as Boots and Greens.

• Merlin, which sells equipment to business. Products include PABXs, teleprinters and wordprocessors. Merlin is to take British Telecom into the new markets for office automation equipment.

• Information Services, which includes Yellow Pages directories and Prestel, BT's video-data (videotext) service.

• Spectrum, which offers a range of value-added services, one of the few areas where BT faces competition and does not already dominate the market.

Spectrum, formed at the end of 1981, took over BT's existing radiotelephone and mobile radio services. New services being introduced include an electronic mailbox, a telephone answering service, and security services.

• Major Systems. The division is the major purchasing division of BT and is responsible for buying main exchange and transmission equipment.

One of the most significant changes in BT, as a result of liberalisation, and with the prospect of privatisation, is a tougher approach to procurement for customer equipment and services.

• Inland Division. This, in turn, has been divided into two, "National Networks" and "Local Communications Services".

National Networks is responsible for the inland trunk network and for specialised ser-

System X, Britain's digital public exchange system.

For many years, the development had been a four-way project between BT's research labs at Martlesham and the three traditional main suppliers, Plessey, GEC-Telcommunications and Standard Telephones and Cables.

Considerable delays and mounting costs resulted in major re-privatisations. Major

BT now sells telephones virtually they could only be sold. BT has extended its range of products, including the first legal cordless telephone to be available in the UK.

It has also introduced plugs and sockets as part of the liberalisation process which also enables other vendors of telephone instruments to be readily connected to the network.

It has also set up a number of retail outlets from its own franchises to major chains, such as Boots and Greens.

It has also set up a number of retail outlets from its own franchises to major chains, such as Boots and Greens.

• Merlin, which sells equipment to business. Products include PABXs, teleprinters and wordprocessors. Merlin is to take British Telecom into the new markets for office automation equipment.

• Information Services, which includes Yellow Pages directories and Prestel, BT's video-data (videotext) service.

• Spectrum, which offers a range of value-added services, one of the few areas where BT faces competition and does not already dominate the market.

Spectrum, formed at the end of 1981, took over BT's existing radiotelephone and mobile radio services. New services being introduced include an electronic mailbox, a telephone answering service, and security services.

• Major Systems. The division is the major purchasing division of BT and is responsible for buying main exchange and transmission equipment.

One of the most significant changes in BT, as a result of liberalisation, and with the prospect of privatisation, is a tougher approach to procurement for customer equipment and services.

• Inland Division. This, in turn, has been divided into two, "National Networks" and "Local Communications Services".

National Networks is responsible for the inland trunk network and for specialised ser-

up to 30 per cent of its requirements for main exchanges from other suppliers if the British companies failed to deliver on time and at the right price.

It is not clear at this stage how serious a threat this is. But a number of companies would be exceptionally keen to capture part of the UK market.

• Joint venture

The leading contenders are thought to be LM Ericsson of Sweden which has a joint venture in the UK with Tewar.

EMI, known the UK well and has supplied to large international exchanges to BT.

Northern Telecom, the Canadian company which has recently announced a major investment in the UK and has sold exchanges to AT&T in the U.S., STC, with ITT's System 12 and possibly Philips/AT&T

with 5ESS.

• British Telecom International: By far the most profitable part of BT. The division is responsible for all international activities from satellite communications to international telecommunications.

To date, BT has faced little effective competition. Comparatively little new telecommunications services are offered in the market, partly because most of the UK companies in the field depend upon BT as one of their major customers. Mercury, the new network, is scarcely in operation, with just a handful of microwave communications links in London.

In preparation for Mercury, BT has cut the tariffs on a number of busy intercity routes where there is a high volume of traffic. And earlier this year BT also cut the rates on international calls.

BRITISH TELECOM

(Year ending March, 1983)

Turnover	£6,377m
Retained profit	£365m
Capital investment	£1,596m
Return on capital employed at replacement cost	5.8 per cent
Borrowings	£3,395m
Research and development	£172m
Telephones	28.45m
Exchange lines	18.96m
Employees	245,976

BT now is preparing itself for privatisation. The Government intends to sell 51 per cent of BT's equity next autumn, for it is widely held to be about £5bn. It will be the largest ever sale of state assets by the Government.

In the last financial year, BT made a pre-tax profit of £365m, after supplementary depreciation of £228m, on a turnover of £6,377m.

As part of the privatisation process, BT will be granted a

licence to operate the UK telecommunications services. This licence will establish BT's commitment to provide unprofitable services such as public call boxes, emergency services and in rural areas.

As a result, BT is now strenuously negotiating with the government about the requirements of the licence, the rescheduling of its debt and a number of other commitments necessary before it can become a public company.

Effect of liberalisation of transmission and network services

Customers benefit from wider choice

ONE OF the most radical results of the British Government's liberalisation of telecommunications has been Mercury, the private sector company which is to challenge British Telecom with a rival telephone network.

Mercury is a joint-venture established by three blue chip British companies, Cable and Wireless, BP and Barclays Merchant Bank. Mercury has a 25-year licence to run an alternative telecommunications network in the UK and there is no immediate intention to allow any other companies to compete.

The Government granted a licence to Cable and Wireless on behalf of Mercury in February 1982, after months of haggling about the conditions.

Since then, Mercury has had a painful birth. British Telecom swiftly responded with some pre-emptive actions before Mercury had signed its first customer. BT cut trunk charges on busy routes and announced the widespread introduction of digital links for business.

And British Telecom's main unit, the Post Office Engineering Union (POEU), has begun an increasingly tough campaign against Mercury and its main shareholders as part of a larger protest against both liberalisation and privatisation.

As a result of BT's aggressive

response and a growing commercial awareness within Mercury there have been some major changes in its marketing and business plans:

• It has radically speeded up plans to introduce switching into its network. This will greatly widen its appeal and open up a much larger market than the relatively small one for private circuits.

• As a result Mercury will also start selling to much smaller organisations than the original plan which was to concentrate on large companies and government offices.

• Another very important change for Mercury occurred in August when the Government said it could offer switched cable TV in the UK has given Mercury a major new opportunity for gaining local networks.

Only BT and Mercury will be allowed to carry telephone conversations on interactive cable systems. Mercury should benefit in two ways from this leased line.

The original delay to the

licence had centred on this crucial point. International traffic will be one of the keys to Mercury's profitability, as it

CONTINUED ON NEXT PAGE

is for many telecommunications authorities.

The investment in Mercury has already passed £60m and the service has barely begun. By the end of next year it is expected to have reached £250m and it will carry on needing large sums of capital for many years.

Mercury's first major investment is to build a figure of eight loop of optical fibre cable joining London, Bristol, Birmingham, Manchester, Leeds and Stoke.

The optical fibre is being laid alongside British Rail's tracks. The figure of eight network is expected to be completed in 1984, using a combination of microwave and optical fibre. The complete optical fibre route is expected to be finished in 1985.

British Telecom's response to Mercury has caused some wry amusement among its users who complained for years about its unwillingness to provide the advanced digital services they wanted.

BT has launched a new range



Pick up the phone from the future.

This phone will do things most of us never dreamed possible. It will even transmit data on to a VDU. It will be very much at home in tomorrow's electronic office.

And it exists now.

But even a phone as advanced as this will one day become obsolete. Nobody quite knows when. Nobody quite knows what will replace it. Nobody knows for certain what telecommunication equipment will be like in the office of the '90s and beyond.

All of which brings us to this phone's greatest attribute of all. The part you don't see.

The system behind it.

Called MD 110, it is fast and away the most sophisticated telecommunication system available. And it has one priceless advantage.

It has the ability to accept any communications

equipment. Either in use today, or even beyond the foreseeable future.

Obsolescence is just not part of its vocabulary. It is digital. It will handle voice and data transmission simultaneously. It can operate as a single system in one location, or as a multi-location system spread across the country. Distance makes no difference.

It undertakes all internal and external communication and it is cost effective from as few as 150 extensions, to as many as 12,500.

It is endlessly adaptable to change-expansion, relocation, computerization—any change in voice or data transmission needs.

You simply cannot outgrow it.

It can be phased into an existing system without disruption. Even accommodating existing telephones.

No company can afford to ignore the importance of communication. But the pace of change is such that most of today's telephone systems are out-dated before they can be installed. MD 110 changes all that—at the same time providing substantial savings in cost and time.

It is the single most effective step yet in taking business communications into the future.

Think about your company's needs over the next few years—for the next few decades. Then let us show you what MD 110 can do.

Your present phone

system can put you in touch with us.

But that is where any

similarity ends.

Viking House, Foundry Lane, Horsham, West Sussex. Tel: (0403) 64166

THORN ERICSSON

Partners in Communication

THORN ERICSSON

WORLD TELECOMMUNICATIONS X

WESTERN EUROPE: Despite the high price paid, telecommunication markets remain highly fragmented along national lines

Monopolies face new challenges

CONTINENTAL EUROPE'S patchwork system of fragmented national telecommunications markets dominated by powerful telecommunications monopolies, which has remained largely intact for most of this century, is being put to the test. The way in which the challenges before it are tackled is likely to have important consequences for Europe's future ambitions in world information processing markets.

Telecommunications has long been considered a "natural" state monopoly in most European countries, similar to posts and railways, on the grounds that it was a vital public service. The over-riding objective until recently has been to extend that service on equal terms to as many customers as possible.

But such policies today confront radically changed circumstances. Not only has a high level of penetration been achieved for basic telephone services in most of Western Europe; but rapid technological developments are turning telecommunications into a strategic industrial resource and a battle-ground for international competition.

National telecommunications authorities (PTTs) face increasing demands from their customers to supply an ever wider choice of sophisticated services, such as data communications, and are spending heavily to modernise their networks by installing digital switching and transmission instead of analogue technology and by replacing copper wire with optical fibre cable.

A recent study by Logica, a British computer services group, estimates that annual investment by PTTs in the seven largest European countries is running at about \$15bn. It forecasts that this figure will rise by about 50 per cent in real terms over the next five to 10 years.

"Every Western European country will be obliged to undertake the massive initial invest-

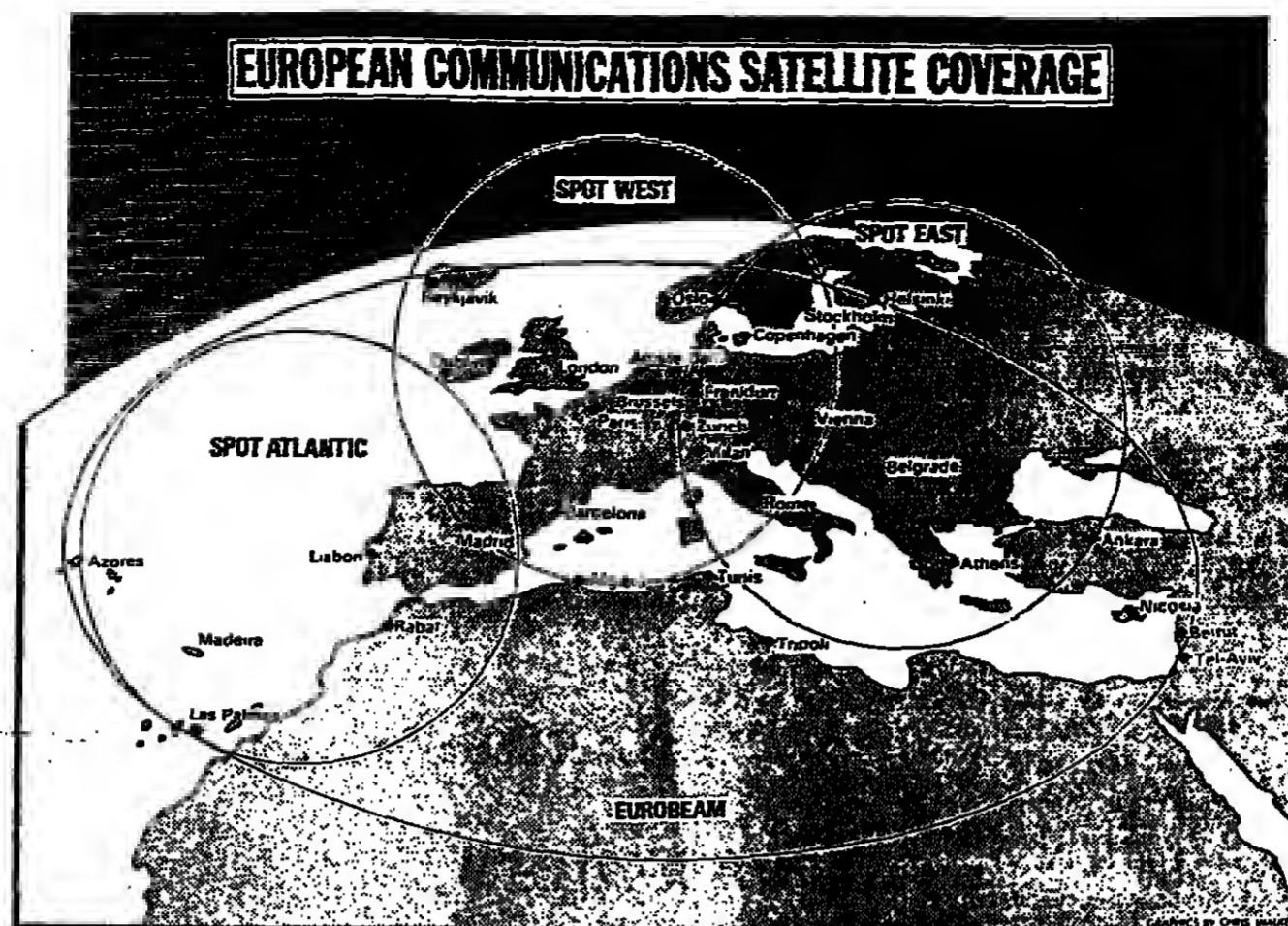
ment in these new networks—or risk losing its place in the ranks of the advanced national economies," the study says.

In many European capitals, these investment programmes are also being viewed increasingly as vehicles for encouraging dynamic national high technology supply industries.

France, for instance, has sought to use its huge network modernisation effort which has been under way since the mid-1970s to underpin the development by manufacturers of inexpensive home terminals and other equipment needed to operate two-way electronic information services.

In West Germany, the Bundespost (Post Office) is sponsoring pilot broadband local cabling systems, designed to carry full video communications as well as data and voice, in several cities. One of the goals is to help domestic manufacturers gain more experience in technologies such as fibre optics and opto-electronics.

An important motive behind these initiatives is the desire



to increase the ability of telecommunications manufacturers to compete on world markets. But international competition is a phenomenon for which continental PTTs have until recently shown little enthusiasm on their home territory.

Europe's telecommunications markets remain highly fragmented along national lines, protected by PTT procurement policies which have strongly favoured local suppliers and by a variety of imports. As a result, most European countries have managed to achieve self-sufficiency—and in a number of cases—an export surplus in telecommunications equipment. That contrasts with the sizeable deficits which most run on the much less restricted trade in data processing products.

But a considerable price is paid for these nationalistic policies. One effect has been to keep equipment prices high: a study by the Organisation for Economic Co-operation and Development, published last year, found that public switching equipment in the U.S. cost only about one-third to one-half of the average in Europe.

Furthermore, restrictive PTT approval procedures are blamed by critics for retarding the introduction of innovative products.

Nixdorf, the West German computer manufacturer, has complained that the Bundespost took so long to certify a voice and data terminal which it developed a few years ago that it had lost its competitive edge by the time it could be sold.

Siemens, also of West Germany, has developed a private exchange (PAX) in the U.S. which is considered by experts to be technically well in advance of the products which the company sells at home.

Industrial collaboration and technical harmonisation in Europe have also been beset by nationalism. Though European PTTs have all embraced the goal of developing integrated service digital networks (ISDN), they are adopting technically different methods to achieve it.

The divergences have emerged even more clearly in their approach to the new generation of cellular mobile radio services: failure to agree on a common standard means that by the late 1980s, at least three different and incompatible

types of system are likely to be operating in Europe.

As a result, there will not only be practical inconveniences for users but also a fragmentation of the market for terminals, which will reduce economies of scale in production.

The EEC Commission has recently launched a campaign to try to achieve greater harmonisation of telecommunications policies and markets in the Community. It has warned that failure by the Ten to achieve more common ground will both impede the modernisation of the telecommunications infrastructure and weaken European industry's ability to compete with U.S. and Japanese manufacturers.

The Commission has set out a list of fairly broad goals, in place of the traditional system of cost-plus contracts.

which it hopes will be backed by EEC heads of Government in December. They include steps to co-ordinate national medium- and long-term policy objectives, to achieve more technical standardisation, to adopt a common stand on external trade and to liberalise public procurement.

Even if the Commission receives a fair wind from the heads of Government, it faces some fairly tough obstacles. The PTTs are accustomed to the long traditions of autonomy and guard their independence jealously. Many are also bound by close, and mutually-reinforcing, alliances with their favoured national equipment suppliers, which have little incentive to see their protected home markets opened to wider competition.

Signs of change

But there are nonetheless, some signs of change. In a number of countries—including West Germany and France—the PTTs have relaxed their monopoly over the supply of subscriber equipment such as telephones and PAXes. They continue, however, to control the approvals process and to discriminate against foreign manufacturers.

Some experts believe that the PTTs will be forced also to allow more private competition in the provision of "value added" network services such as electronic mail. Logica argues that the PTTs may find it impractical to maintain a monopoly over all the wide range of services which technology is now making possible, particularly those more specialised ones for which there is only a small number of customers.

But probably the single most important force for change lies in the difficulty of reconciling the PTTs' own desire to obtain better value for money in their procurement with the powerful economic pressures which are starting to reshape the structure of the world telecommunications industry.

In the past few years, financial considerations have led PTTs in a number of countries to introduce competitive bidding for major purchases, such as public switching orders, in place of the traditional system of cost-plus contracts.

In certain cases, notably France, the domestic industry was deliberately reorganised to create firms more manufacture able to bid for such orders.

But as the costs of developing new generations of sophisticated telecommunications equipment have risen, it has become increasingly difficult for European countries to sustain more than one world-class manufacturer, and minimum procurement levels to develop a new digital public exchange family which is about 400m—a sum which can only be recovered through large orders.

Faced with this problem, PTTs are starting to look beyond their traditional suppliers. In West Germany, the Bundespost has recently given its approval to ITT's System 12 public exchange, as well as to Siemens' rival EWS-D system.

In France, where Thomson's huge losses have recently prompted the Government to agree to a merger of its telecommunications business with that of its main rival Compagnie Générale d'Électricité, there have been suggestions that up to 30 per cent of the public switching market might be opened to foreign manufacturers in the future.

Opportunities

And in the UK, British Telecom has let it be known that it will consider bringing in a competitor supplier if production of System X by Plessey and GEC does not meet its standards.

These developments could create new opportunities for European manufacturers to sell into each other's markets and to form industrial alliances. Several have expressed an interest in partnerships and collaborative ventures; notably CTC Alcatel, the telecommunications subsidiary of Compagnie Générale d'Électricité.

But they will have to move fast if they are to reap the potential benefits and fulfil the EEC Commission's hopes of building a stronger European industry.

Many powerful non-European manufacturers are poised to exploit any opening in the market and several—notably American Telephone and Telegraph, ITT, and Northern Telecom of Canada—have already got a foot in the door.

WEST GERMANY: Bundespost invests heavily in new services

Bildschirmtext has 'vast potential'

THE CONSUMER society is alive and well in West Germany, judging by the huge crowds flocking recently to the audio-video exhibition in West Berlin and the automobile show in Frankfurt. The Germans have been careful about spending lately owing to a bout of uneasiness caused by a cyclical downturn in the economy—but they have not lost their love of gadgets and glimmering cars.

All of this is encouraging to a man such as Herr Christian Schwarz-Schilling, the Post Minister, who is a fervent advocate of technological advance to meet consumer and business needs. As fast as he possibly can, he is pressing ahead with a wide range of communications projects aimed not only at inspiring and satisfying new consumer tastes but also at stimulating economic development.

A man with a flair for publicity, Herr Schwarz-Schilling used the occasion of West Berlin's audio-video exhibition to proclaim the launching of viewdata or Bildschirmtext as it is known in West Germany. The service, which enables subscribers to call up textual data on a television screen via a telephone, has undergone trials in Düsseldorf and West Berlin since 1980 and now is to be progressively extended nationwide.

The Minister is confident that Bildschirmtext, as well as cable TV, will prove popular, meeting latent demands and creating jobs and investment in the process. Both services are part of a concept of an integrated system of voice, video and data transmissions being vigorously promoted by the Bundespost, West Germany's postal and telecommunications authority.

The Bundespost's projects were already well under way before Herr Schwarz-Schilling came to power as Minister in Chancellor Helmut Kohl's centre-right Government a year ago. But whether by accident or design, he has shown a remarkable talent for controversy and has given project public prominence and a new sense of urgency. The Bundespost, a vast bureaucracy of 1.6 million employees, manages more than ever before to convey a sense that things are happening—which is no mean feat.

Cast aside, if not forgotten, are embarrassing memories of the telecommunication industry's costly but abortive plans for introducing new tele-

W. GERMANY SUBSCRIBER MARKET: SOURCES OF SUPPLY

Equipment	Supply	Installation	Maintenance
Switching equipment	Manufacturer	DBP/supplier	DBP/supplier
Transmission equipment	Manufacturer	DBP (normally)	DBP
Telephone handsets	(1) DBP (1st phone) (2) DBP/ manuf.supplier (other)	(1) DBP (2nd phone) (2) DBP/ manuf.supplier supplier	(1) DBP supplier
Simple extra telephone equipment	DBP*	DBP	DBP
Telephone answering machines	Manufacturer	Supplier	Supplier
PABXs	DBP or manufacturer	Supplier	Usually supplier
Modems	DBP†	DBP	DBP
Telex terminals	Manufacturer	Supplier/DRP	DRP
Faximile terminals	DBP or manufacturer	Supplier	Supplier
Teletext terminals	Manufacturer	Supplier	Supplier
Videotex terminals (planned, service)	Manufacturer	Supplier	Supplier
Radiophones	Manufacturer	Supplier	Supplier
Radiopagers	Manufacturer	Supplier	Supplier

* DBP: Deutsche Bundespost. † Except for modems used on international leased circuits. Sources: Logica.

SOURCES OF BUNDESPOST REVENUE (PER CENT)

	1950	1960	1970	1980	1981	1982
Postal services	48.2	43.4	33.3	23.3	27.6	29.4
Banking services	1.6	4.1	3.9	4.2	4.6	4.3
Telecommunications	50.1	52.4	62.5	67.5	67.5	66.3
Other	0.1	0.1	—	—	—	—

rise to the symbolic acronym BIGFON. Under this project, which began in 1981, the Bundespost is investing half the DM 300m cost of its industry's efforts to connect selected households in seven cities and to explore operating problems.

The tests, to last until 1986, are to be carried out in Hamburg, Hanover, Düsseldorf, Stuttgart, Nuremberg, Munich and West Berlin.

Herr Schwarz-Schilling has given an assurance that the Bundespost will order 1m kilometres of glass fibre cable between 1985 and 1986. In preparation for this, five companies plan a joint operation in West Berlin to produce 100,000 km a year from the end of 1984. The

companies are AEG-Telefunken, Philips of Germany, SEL, Kabelmetal Electro and Steco, a Siemens subsidiary.

The Bundespost has also embarked on a space satellite programme for transmission from 1987 of radio and TV programmes and other data, linking up with its cable network. This project is to be carried out by a consortium involving Siemens, SEL, Messerschmitt-Bölkow-Bölkow and ANT Nachrichtentechnik (the former AEG division, now owned by Mannesmann, Bosch and Allianz Insurance). Two satellites—one a reserve—are to be launched, while a third will be kept on the ground as a replacement if necessary.

With the cabling of West Germany going ahead more rapidly than originally planned, there is stronger momentum for the pilot projects to test cable TV. These projects are planned for Ludwigshafen, Munich, Dortmund and West Berlin. They have been the subject of long and emotive debate over the issues of commercial control of TV and increased TV advertising.

The Bundespost has been criticised for adopting a restrictive approach—not only by placing obstacles in the way of potential equipment suppliers, both home-grown and foreign, but also by hindering

the development of new services through customer initiative. On equipment supply, officials claim that all comers are free to apply to fulfil Bundespost needs. There have been indications of some liberalisation in equipment ordering, but the stringent detailed specifications laid down in hefty volume still provide, in practice, a burden which is difficult to surmount.

Concerning new services, the Bundespost indicated some time ago it was considering allowing private customers to offer "value added" services, such as electronic mail. This could involve charges based on the usage of leased lines. But such ideas—which could strike at the heart of the telecommunications monopoly—have yet to bear fruit.

Herr Schwarz-Schilling has rejected suggestions that postal and telecommunications services should be split or that the Bundespost monopoly on these

services should be ended. But he has explicitly given assurances that he wants to revitalise the vast organisation and give it, as far as possible, a business-like approach to prevent it hampering economic development.

Business executives are apt to grumble about Bundespost inefficiency, but there appears to be no real groundswell of opinion calling for a basic change in the nature of the monopoly.

The finances of the Bundespost present fewer headaches than, for example, the heavily loss-making railways. The Bundesbahn. However, questions must arise about medium and long-term finances. If the Bundespost is to push ahead with major investment plans on its own and particularly if Bildschirmtext fails to produce as rosy a picture as the Minister hopes.

The Bundespost is required to cover its costs from revenue, rather than rely on Government subsidies. Its returns to

the government have more than doubled from DM 1.8bn in 1976 to DM 4.6bn last year.

But its net profit, after all burdens and transfers to reserves, has declined from a peak of DM 2.1bn in 1976 to DM 1.6bn in 1981 and DM 1.67bn last year. In addition, it increased its borrowing last year by DM 3bn to DM 46.8bn.

Herr Schwarz-Schilling described last year's profit as "just about satisfactory" but noted that it fell short of achieving a market rate of return on capital.

Nevertheless, he said, he did not believe that the Bundespost would slip into the red in the foreseeable future and he dismissed thoughts of putting up postal or telephone charges for the time being.

At this stage, he remains an optimist about the earnings to come from new telecommunications services.

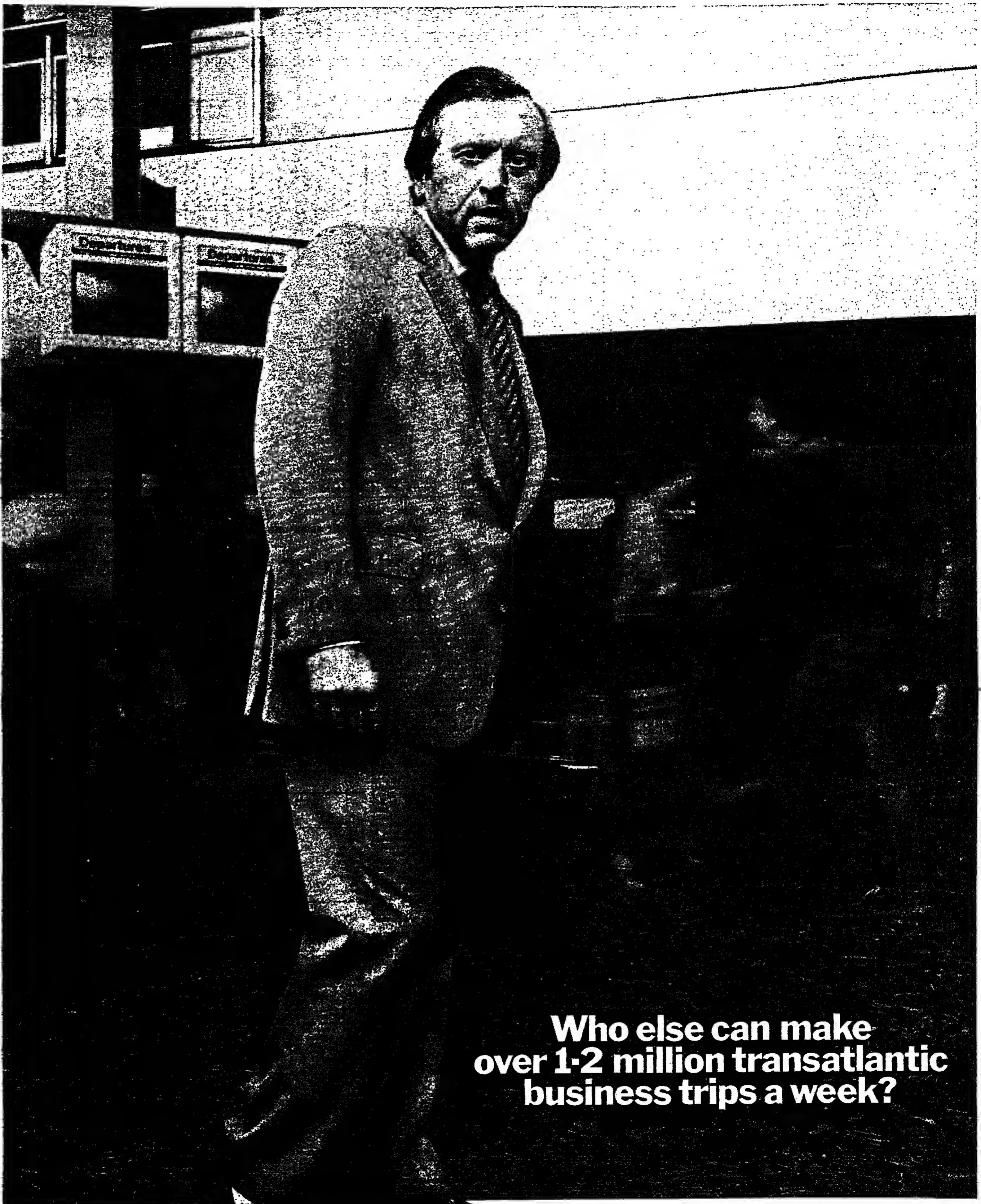
John Davies



Shopping in Germany via mail order from an armchair in Camberley, England, using the Bildschirmtext via a telephone link-up. Special software for this system was developed by Systems Designers of Camberley.

DEVELOPMENT OF BUNDESPOST TELECOMMUNICATIONS BUSINESS

	1973	1974	1975	1976
--	------	------	------	------



Who else can make over 1·2 million transatlantic business trips a week?

BTI telecommunications are actually popping across the water over 7,000 times every hour of the day and night.

And they're flashing around the rest of the globe just as frequently.

These days, BTI can transmit your computer data, your plans, your diagrams, your messages,

your telexes, your documents, even a live image of yourself (it's called 'Video Conferencing').

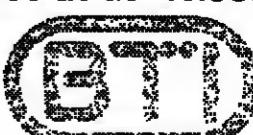
Oh yes, and your voice. Mustn't forget that.

What's more, many of these services are already available via your existing telephone lines so you won't have to accumulate a mountain of

expensive hardware to handle everything.

If you'd like to know more about how BTI can help your business, contact Elaine Smith on 01-936 2617 for some jargon-free advice.

Or you could come and see us at "Telecom 83" in Geneva. (If you see you-know-who in the departure lounge, give him our regards.)



WORLD TELECOM MUNICATIONS XII

The reorganisation of French telecommunications marks a new phase in the country's industrial policy, says Paul Betts

Massive shake-out under way in French sector

THE FRENCH telecommunications industry is undergoing a revolution. This follows the decision this autumn of the French Socialist Government to give the go-ahead to what is perhaps the biggest reorganisation ever to be undertaken by a European country of the telecommunications and electronics industry.

The centre piece of this reorganisation is a major swap of industrial assets between Thomson and Compagnie Générale d'Électricité (CGE). France's two leading nationalised electronics conglomerates. The swap will see the creation of a new French telecommunications concern grouping together the telecommunications business of Thomson and CGE under the control of CGE's subsidiary Cite-Alcatel. In turn, Thomson will take over control of CGE's electronic components business, its Sintec military division and its consumer electronics operation.

Target

Although this is the biggest restructuring ever to be undertaken in the French electronics sector, it is by no means the first in France, and is again largely dictated by economic necessity. While aimed at halting the financial haemorrhage at Thomson, which lost FF 2.2bn last year and is expected to report another loss this year, the plan is also designed to give France a stronger position on the international markets by creating a new telecommunications group on a world scale. This new group will have annual sales of about FF 12bn and employ about 40,000 people. It will rank fifth in the world industry alongside the telecommunications operations of the likes of GTE of the U.S., Nippon Electric, Philips of the Netherlands, and Northern Telecom of Canada.

The reorganisation also marks a new phase in French industrial policy. Since last spring when M. Laurent Fabius took charge of the Industry ministry, Socialist industrial policy has significantly shifted towards a more market and internationalist approach. This reflects the changing fortunes of the French economy which is now undergoing a period of squeeze after the initial policies of inflation launched by the Socialists in 1981.

Under the circumstances, M. Fabius was persuaded by the industrial arguments of M. Alain Gomez, the chairman of Thomson, and M. Georges Pebereau, the managing director of CGE. They argued that France's telecommunications industry could only remain competitive by a consolidation and rationalisation of resources. Moreover, despite a number of achievements in the telecommunications business, especially in the fields of telematics with the electronic telephone directory and in public digital switch technology, the results of the past years have on balance been disappointing for France.

The Socialist Government now hopes that this latest reorganisation will enable the country's electronics industry to become finally a springboard for domestic growth and international expansion. But by agreeing with the industrialists,

the Government was forced to upset the French post and telecommunications authorities, the PTT. The PTT was vigorously opposed to the Thomson-CGE asset swap. It has always fought the idea of a French monopoly telecommunications supplier.

In the middle of the last decade, when former President Giscard d'Esnay launched the ambitious programme to modernise the French telephone network, the Government decreed the need for two French suppliers. One was Cite-Alcatel, CGE's affiliate, and the other Thomson, which in 1976 entered the business by taking over an PTT French subsidiary and the French interests of Ericsson of Sweden.

Although the PTT have been forced by the Government to accept the latest plan, they have nonetheless continued to warn of the need for more than one supplier for the next generation of public telephone systems in France. Indeed, before the deal was approved by the Government, the PTT issued a memorandum warning that a single domestic supplier could only provide about 65 per cent of French domestic needs. Two national suppliers, however, could provide about 90 per cent of the public market's requirements.

But the prospect, however tentative and distant, of the French public market opening up to foreign suppliers does not appear to worry CGE or Thomson. Even the Government has been placing the emphasis on international alliances and collaboration in the field of public telecommunications in recent weeks. Indeed, the French Government has submitted a long policy memorandum at the European Community Brussels calling for, among other things, "the progressive opening of public markets". This, the French Government claimed in the memorandum, was a condition of industrial efficiency as long as this process was based on

the principle of reciprocity and was reserved to EEC manufacturers.

For CGE, the merger of Thomson's telecommunications division will now give its Cite-Alcatel subsidiary a stronger position to compete internationally and also give it the resources to develop its next generation of local public exchanges.

Rivals

Alone, without substantial support from the state itself with its own cash problems, Cite-Alcatel feared it risked falling behind its main rivals. With the Thomson deal and the concentration of resources around a single manufacturer, Cite-Alcatel believes it can work on its next generation of public equipment, which by all accounts could involve investments of more than \$1bn over a five-year period. This new generation would replace Cite-Alcatel's current E-10 public digital telephone exchange system which has made it the world leader in this field in terms of sales and orders with more than 20m lines installed or ordered to date.

But CGE wants to see exports, currently accounting for about 30 per cent of Cite-Alcatel's sales, increase to 50 per cent of the total in the future. Growth will increasingly depend in coming years on international business, especially at a time when the French public telecommunications market is already past its peak.

Barely ten years ago, France only had 5m telephone lines installed. Now there are 21m lines installed and the target is 24m by 1988. But the big effort was made a few years ago. In 1976, 2m lines were installed with the figure rising steadily to 7.7m lines in 1979 reaching a peak of 9.8m in 1980. In 1981 already the number was falling to 2.36m lines.

Moreover, the PTT have been asked to shoulder more and

more of the burden of financing the development of the country's overall electronics industry. With the PTT, which have been investing annually about FF 2.7bn, increasingly squeezed, the Government has been encouraging French groups to export more and seek international alliances to strengthen their international bases, both in Europe and in the U.S. market.

More of the burden of financing the development of the country's overall electronics industry. With the PTT, which have been investing annually about FF 2.7bn, increasingly squeezed, the Government has been encouraging French groups to export more and seek international alliances to strengthen their international bases, both in Europe and in the U.S. market.

Both CGE and Thomson believe the merger of their telecommunications interests will strengthen France's telecommunications industry's export position by preventing, among other things, damaging competition between the two groups for the same contract. The most notorious example was the recent case of an Egyptian telecommunications contract where Cite-Alcatel was fighting fiercely against Thomson and Siemens. M. Pebereau of CGE also argues the merger will strengthen his hand in negotiating alliances and collaboration deals with foreign manufacturers. Such cross-border alliances appear inevitable if the new merged telecommunications company is to become truly competitive.

The reorganisation, like past French electronics industry shake-ups, is expected to cause major disruptions in the industry in the short term at least. The merger is likely to have a tough impact for Thomson's telecommunications division. This division has just emerged from four difficult years of reorganisation and is about to be plunged into a new reorganisation just as it was beginning to get its act together. Although the division has been costing Thomson about FF 400m a year in losses, its M-20 and M-25 public digital switch systems seemed to have started to overcome its initial difficulties while the telecommunications divisions also started coming out with a flow of new private telecommunications products.

Another controversial issue is the fate of CGCT, the country's third telecommunications manufacturer. CGCT, the PTT subsidiary nationalised by President Mitterrand, is by far the weakest of the three French companies. Recently, it agreed to a link up with Thomson in the public switching business but now this deal is clearly uncertain following the much broader Thomson-CGE industrial redeployment venture.

Support

Although the Socialist Government has said it would continue to support CGCT interests, the company appears doomed to be eventually absorbed by the new state telecommunications monolith. That is unless it can find some specific gaps in the telecommunications market to develop its own industrial identity. This has been the case of the private Jeumont-Schneider company, a subsidiary of the French Empain-Schneider conglomerate. Jeumont-Schneider has been developing smaller-scale digital exchanges largely designed for rural communities. It has found an important market for this product in Africa.

Then, in one of those swift changes of direction which Italy is capable of when disaster really does seem to threaten, the Government moved. In 1981, SIP received new management, was recapitalised, allowed to put its shareholders and allotted a bigger share of the revenues of the other state-controlled organisations which also provide telecommunications services in Italy.

Achievement

Italtel was also drastically shaken up. It received new funds and was given a new managing director, Mrs Maria B. Lissario, one of the most dynamic women in Italian business today. She succeeded in cutting Italtel's labour force from 29,000 in 1980 to 23,700 by the end of 1982—no mean achievement in a static industry—and results began to improve. Whereas in 1981 Italtel, which is based in Milan, made a loss of no less than L288bn on sales of L704bn, last year its loss had been cut to L208bn on sales which were 32 per cent higher and this was mainly due to high financial charges, since the company recorded a gross operating margin of L135bn.

Sales of switching, transmission and other equipment began to pick up as SIP resumed investing. Then, after much deliberation, Italtel decided on a way to proceed with the Proteo exchange. It formed a joint venture with the U.S. company, GTE, to develop and market a range of Proteo exchange primarily in Italy, but also in parts of the world that do not have the North American standard.

Teltra, the telecommunications subsidiary of Fiat, also took a stake in the consortium known as Italcom. The first exchange, which is now known as Protal, is to be exhibited in Geneva. It is to be manufactured by Protal at Telecom '83 in Geneva.

The Government also decided that a second switching system should be adopted for Italy so that Italtel should not have a monopoly. It will be manufactured either by



Olivetti is now Europe's leading manufacturer of data processing equipment, as well as being an important producer of telecommunications systems. Above: Olivetti's plant at Scarmagno

After near-bankruptcy three years ago, the Italian telecommunications sector makes a dramatic about-turn, as James Buxton reports from Rome

Good progress after a swift change of direction in Italy



Getting things right at Italtel: under dynamic new management, results have shown a dramatic improvement

ITALY SUBSCRIBER MARKET: SOURCES OF SUPPLY

Telephone*	Supply	Installation	Maintenance
PABX	SIP	SIP	SIP
Telex	Open	Supplier	SIP
Modems	PPT (DCST)	PPT	PPT
FAX	SIP	SIP	SIP
Transpac	Open	Supplier	Supplier
Transpac	Open	Supplier	Supplier
Facsimile	Open	Supplier	Supplier
Teletex	SIP	Supplier	Supplier
Videotex	SIP	Supplier	Supplier

* Main instrument only. Additional instruments are available on the open market. If a full service is introduced SIP may permit private supply. Source: Logica.

videotex, teletex and bourseaux are under way, under the control of both SIP and ASST, but the emphasis of both bodies at the moment is on raising the standard of the existing telephone and telex networks after the years of low investment.

Even if the prospects for national data networks and the equipment they require are still uncertain, Italian companies are stepping up production of other telecommunications products.

Italtel has set up a telematics subsidiary which makes equipment for data transmission, office automation and small PABXs. It is presenting at Geneva its products for transmitting in optical fibres, as well as its office 30 and office 100 PABXs.

A leader

Olivetti, now Europe's leading manufacturer of data processing equipment, is also an important maker of telecommunications equipment. It already has about 15 per cent of the world market for electro-mechanical telex machines.

As its office equipment has become more sophisticated as the electronic typewriter and distributed data processing, so the need for sophisticated telecommunications equipment to connect offices to the outside world has become more pressing.

The company, which is based at Ivrea, near Turin, makes facsimile equipment, video terminals, videotex equipment and teletex. In West Germany, where teletex is already available, Olivetti has provided about 35 per cent of those terminals which are operating.

Olivetti's objective is to be able to offer its customers an integrated service in which telecommunications are simply the window on the outside world of other equipment.

Much of its equipment is made under licence: larger PABXs are made under licence from the Canadian concern, Northern Telecom, and small ones under licence from Pitney of the UK.

Olivetti will be presenting at Geneva its small RCS 4000—which is designed for up to 64 users. It will also be displaying its facsimile and videotex terminals, modules for connecting telex and teletex to personal computers and other data processing equipment. Another range of products includes systems for private data networks and electronic telephones with memory.

The other main Italian company in the telecommunications field, the Fiat subsidiary Teltra, is also stepping up its operations in telematics. It already makes some products for office automation and private networks, but has now just signed an agreement with Hewlett-Packard of the U.S. under which it will co-operate in technical and commercial fields in Italy.

This will give Teltra access to Hewlett-Packard's highly advanced products in this field, and enable Teltra to provide integrated systems for office automation and telecommunications.

An interministerial decision in early 1982 divided responsibility for the running of new services such as videotex and teletex between ASST and SIP—giving ASST responsibility for the primary network and SIP for the secondary network, especially connections with customers.

Many people would consider such a division impractical, but the Government's decision further complicated matters by specifically assigning responsibility for most known new services to ASST.

That judgment of Solomon was supposed to have led to the signing of a new convention between SIP and ASST by the end of last year. But nothing happened: the Minstar of Posts from last December to August this year decided that the answer was to have only one telecommunications utility.

Most people would agree with that, but he said that the utility should be a department of the state based on ASST, rather than on the company, SIP. That minister has now gone and a new one is now finding his way, with the matter still unresolved.

This administrative confusion, which is reminiscent of the inertia that brought Italian telecommunications to such a wretched point in the late 1970s, is a serious threat to the introduction of new services, though these are also held up by uncertainties about the market for them in a country which is much less open to electronic innovation than, for example, Britain.

Even the traditional telex system is far less extensive than in other European countries, partly because of the inefficiencies of ASST, which handles it.

In March 1983, there were 31,600 subscribers and a backlog of 5,652 orders. Only now are the first electronic telex exchanges being installed. Trials for services such as

FORTHCOMING CONFERENCES AND SEMINARS

OPEN SYSTEMS INTERCONNECTION: DEVELOPMENTS FOR FUTURE SYSTEMS

22nd, 23rd and 24th November, 1983—London

VOICE/DATA INTEGRATION: WHAT OPTIONS CONFRONT THE NETWORK DESIGNER?

6th December, 1983—London

TELECOMMUNICATIONS STRATEGY SEMINAR: A PRACTICAL GUIDE FOR NON-TECHNICAL MANAGERS

15th December, 1983—London

2ND AND 3RD GENERATION SPC PABX'S: NEW PRODUCTS AND APPLICATIONS

29th February/1st March, 1984—London

SMALL PABX AND KEY TELEPHONE SYSTEMS: MAKING THE RIGHT CHOICE

18th April, 1984—London

INVESTMENT OPPORTUNITIES IN THE TELECOMMUNICATIONS INDUSTRY

12/13th September, 1984—London

PUBLICATIONS

TELECOMMUNICATIONS NEWS
A new monthly newsletter providing up-to-minute information on the telecommunications scene worldwide. Subscription: £10.00 per annum

BUYING A PABX: How to Make a Sensible Choice
A management guide. PABX selection by Roger Camras. Due for publication October 1983, £120pp, £40.00/ISBN: 0.907822.29.0

2ND AND 3RD GENERATION SPC PABX'S: New Products and Applications
Papers and discussion from a seminar held in February 1983. Due for publication November 1983, c 150pp, £28.00/ISBN: 0.907822.28.2

SMALL PABX AND KEY TELEPHONE SYSTEMS: Making the Right Choice
Papers and discussion from a seminar held in July 1983. Due for publication November 1983, c 150pp, £20.00/ISBN: 0.907822.31.2

OPEN SYSTEMS INTERCONNECTION: Technical Strategies for the 1980s
Papers and discussion from a seminar held in December 1982. June 1983, 148pp, £60.00/ISBN: 0.907822.26.6

For further details please telephone: 01-236 4080
or write to: Oyez Scientific and Technical Services Ltd., Bath House, 56 Holborn Viaduct, London EC1A 2EX ENGLAND



The Future

The future of telecommunications rides on the promise of digital technology.

For the past century, virtually all communications—voice, data, graphics, image—was based on analog technology. The transmission and routing of all information was done in the form of electrical waves in varying amplitude and frequency.

In the 1960s, the introduction of computers to telecommunications networks increased the efficiency, flexibility, and capability of communications systems. But this was only an indication of the coming revolution.

Northern Telecom set off the revolution with an announcement in 1976. Applying its expertise in the key technologies of microelectronics and software, Northern Telecom became the first corporation to commit

to the introduction of a complete family of fully digital switching and transmission telecommunications systems.

That commitment brought about the effective merger of the telecommunications and computer industries. Since then, every major telecommunications manufacturer in the world has followed Northern Telecom's announcement with their own. And, today, they continue to follow Northern Telecom's lead.

Northern Telecom's worldwide digital leadership is based on its commitment to research and development. The corporation annually spends more than nine percent of its revenues on R&D and has invested more than one billion dollars in R&D over the past decade.

Northern Telecom promised that our future would be a Digital World*. In fact...

and The Present.

LIt is delivering the future today with the broadest and most proven line of fully digital systems of any company in the world. Since the introduction of its first fully digital switch in 1975, organizations in 50 countries have put in service or ordered thousands of Northern Telecom's DMS or SL systems to serve the equivalent of more than 14 million telephone lines. No other company can match this record of global success and experience as a developer, manufacturer, and supplier of fully digital telecommunications systems.

Northern Telecom's customers include all major telephone companies across North America, including Bell Canada, AT&T and its operating companies, the specialized common carriers, the U.S. military, the health and hospitality industries, educational institutions, governments at all levels, banks and other financial organizations, businesses large and small, and government PTTs in Europe, the Middle East, Africa, Asia, the Caribbean, and Latin America.

Technology does not stand still. Northern Telecom is extending its leadership in digital telecommunications by developing new integrated circuits and software to evolve and enrich our proven systems. And we keep expanding our product families to serve our customers.

The modularity of our hardware and software enables us to evolve the capabilities of our systems. We avoid the potential of rapid obsolescence that has caused other companies to speak of their product "generations". We protect our customers' investments by evolving their systems with the progress of technology. By this, we set new performance standards as targets for our competitors to strive for.

These are the digital telecommunications products of tomorrow, available from Northern Telecom today:

DMS*
Central office switches route telephone calls within the network. Northern Telecom's DMS (Digital Multiplex Systems) Family comprises switches that can economically handle from a few dozen lines in a rural area to the sophisticated, high-capacity systems needed for as many as 100,000 telephone lines in cities.

The flexible design, dispersed processing, and remote modules that can be located away from the central switch, make it easy to expand an installed DMS switch as new capacity or features are required.

The first of Northern Telecom's computer-controlled, fully digital DMS switches were introduced in 1977. That's seven years of experience in developing, evolving, producing, installing, and servicing these sophisticated, compact, reliable, and cost-effective systems.

DMS-1
The Digital Multiplex Systems most widely used by telephone companies in rural areas, DMS-1 can serve up to 256 lines over just four pairs of wires. There are currently 2,000 DMS-1s in operation to provide thousands of telephone subscribers with economic, improved service. The DMS-1A, and a new system called the DMS-1 Urban, can handle 512 and 544 telephone lines, respectively.

DMS-10
DMS-10 can handle the needs of smaller communities requiring service for up to 8,000 telephone lines. The DMS-10M is a specially designed, compact version housed in a mobile cabinet on wheels. The packaged design virtually eliminates the need for engineering by telephone companies, permitting rapid and unassisted installation. DMS-10 also features Remote Equipment Modules to extend economically the capabilities of the central switch to surrounding areas.

More than 700 DMS-10s are in-service, including some 140 switches for 20 of AT&T's operating companies, and hundreds of other telephone companies across the U.S. and Canada, and in several other countries.

*Trademark of Northern Telecom Limited

The DMS-100 Family
The flexibility of Northern Telecom's modular hardware and software architectures has enabled the corporation to modify its large digital switches to serve all the different roles in the telecommunications network, and to meet the special requirements of particular customer groups, new markets, or countries.

For example, Northern Telecom has licensed its DMS-100 Family technology to two Austrian manufacturers to develop switching systems for that country. The corporation also licensed this technology to a Turkish manufacturer to produce DMS switches for Turkey's PTT. Northern Telecom has developed special features required by the U.S. military, the specialized and resale common carrier industry, and for cellular mobile radio-telephone system operators. There are now some 550 DMS-100 Family switches in-service or on order.

Reflecting the quality, reliability, and availability of Northern Telecom's DMS, AT&T's telephone operating companies have become major customers for these systems. AT&T has recommended the DMS-1, DMS-10, DMS-100, DMS-200, and DMS-100/200 for use and has signed supply contracts with Northern Telecom. These contracts will be transferred to the operating companies when they are divested in 1984.

The DMS-100 Family of switches, when first introduced in 1979, offered about 300 features. Today, new capabilities and members of the family have been added, the list of features is more than 1,000. And the total continues to grow while other manufacturers are still introducing their basic systems.

DMS-100 can meet the needs of larger communities and cities needing a big switch for local calling. DMS-100 can serve up to 100,000 telephone lines and, with its Remote Line Modules, can economically provide service to smaller communities in surrounding locations.

DMS-200 is a toll switch that can handle 60,000 trunks (long-distance) circuits.

DMS-100/200 is a large switch combining local and toll capabilities.

DMS-100 Scope Dial was developed to meet the special needs of the U.S. Air Force which chose Northern Telecom's switching for its Scope Dial program to modernize telecommunications on its bases around the world. DMS-100's very-large capacity, proven reliability, advanced digital switching architecture, and potential for significantly reducing telecommunications costs, meets the rigorous requirements of the U.S. military's upgraded Automatic Voice Network (Autovon) and the global military network for telephone service.

DMS-100 Scope Dial switches are now installed at the Vandenberg base in California; Osan, Korea; Wright Patterson, Ohio; Eielson, Alaska; Hill, Utah; and four more are on order or are being installed.

DMS-200 Autovon is a special configuration of Northern Telecom's toll switch to meet the demands of the U.S. Department of Defense, military departments, and other users in the Autovon military global communications network. Five DMS-200 Autovons have been installed in the U.S.

DMS-250 was developed for specialized and resale common carrier companies in the U.S. such as Satellite Business Systems and MCI Communications. It enables these companies to benefit from and to offer their customers the benefits of the Digital World.

DMS-300 is an example of Northern Telecom's experience in designing systems for international telecommunications. This large gateway switching system connects a country's telephone networks to the international telecommunications grid. DMS-300 is currently being used by Teleglobe Canada.

DMS MTX is the newest member of Northern Telecom's DMS Family. The DMS MTX (Mobile Telephone Exchange), introduced in 1983, is a part of the cellular mobile radio-telephone system being offered by Northern Telecom working with the General Electric Company in the U.S. As an example of the flexibility of DMS, customers who have already installed DMS-100, DMS-200, or SL-100 (large PBX) switches can add the cellular mobile radio-telephone capabilities to their existing systems.

TOPS* (Traffic Operator Position System) is a fully integrated, automated system for telephone operators that provides them with privacy, comfort, and ease of operation, and offers the telephone company considerable efficiencies and cost savings.

MAP* (Maintenance and Administration Position) is a unique capability offered as an integral part of the DMS-100 Family, comprising an intelligent terminal for use in communicating with the switch to analyze and diagnose its performance. MAP can examine the system from an entire frame to a portion of a telephone line card.

SL Family
Northern Telecom's SL Family of digital business communications systems can meet the needs of organizations for 30 to 30,000 telephone lines. The corporation was the first to introduce integrated voice and data handling capability and has become the leading international supplier of digital PBXs and data packet switching systems.

The SL Family will serve as network controllers for voice, data, and other forms of information in Northern Telecom's OPEN (Open Protocol Enhanced Networks) World*, a program announced in late 1982 to provide new digital systems, features, and terminals for efficient information management systems. OPEN World will enable Northern Telecom's switching systems to connect the

corporation's digital networks and terminals with networks and devices produced by other vendors, giving organizations the freedom to choose diverse systems that will most effectively meet their requirements for information handling.

SL-1

Northern Telecom's SL-1 PBXs can handle integrated voice and data requirements for small organizations needing as few as 30 telephone lines, to large businesses with up to 5,000 lines. The corporation is investing tens of millions of dollars annually to evolve and enhance the technology and capabilities of SL-1.

SL-1s are on order or in-service to handle 2.6 million telephone lines in 45 countries. Manufacturers in the United Kingdom, Sweden, Italy, and Korea have received licenses to manufacture and market SL-1.

SL-100

Larger organizations can benefit from Northern Telecom's advanced digital business communications systems technology by installing an SL-100. SL-100 can serve up to 30,000 telephone lines, making it the largest digital PBX available today. This PBX is based on Northern Telecom's proven DMS-100 system.

ESN

Northern Telecom's Electronic Switched Network (ESN), using SL-1 or SL-100, can link these PBXs and those of other manufacturers in sophisticated, cost-effective networks of 2 to 100 locations across the street or across a continent.

ESN's Communications Management Center (CMC) provides management with centralized control of its telecommunications network. CMC constantly records and analyzes telephone traffic, permitting changes to be made to the network as required. CMC's management features include user-billing and network-directory capability.

Other features, such as least-cost routing, can substantially reduce network costs by automatically finding the least expensive route for every call.

SL-10

The SL-10 bundles data in packets and digitally addresses and transmits the information at high speed with other users' data also bundled in packets. For most users, the elimination of the need for dedicated lines and charges only for transmission time used, can mean substantial savings.

SL-10 supports communications interfaces and protocols from many computer systems so that different machines in the network can communicate with one another. SL-10 networks are designed to grow as the need for data connections and traffic accelerate.

SL-10 forms the backbone of the Canadian Datapac and West German Datex-P networks. In the U.S., the Federal Reserve System uses an SL-10 network to handle funds transfers of more than \$100 trillion per year. Other SL-10 users in the U.S. are Bankers Trust Company and Contel Network Inc. Internationally, SL-10s have been chosen for installations in the U.K., Hong Kong, Switzerland, Portugal, the Republic of Ireland, Belgium, and Austria.

Transmission Systems

Digital transmission systems are the threads which bind the Digital World. Transmission systems carry information between points. Voice or data is carried from the home, factory, or office, or between central office switches by copper wire, coaxial cable, radio, and glass fibers to the telephone company or private network switches, and routed to the caller's destination.

Increasingly, optoelectronic systems incorporating fiber optics and laser technology are being used to transmit simulta-

neous digital voice and data signals through the global telecommunications networks.

DE-4E

Channel banks facilitate a cost-effective and efficient transition to the Digital World. Front-end devices converting analog signals to digital and vice-versa, make digital systems and products compatible with older generations of analog equipment.

Northern Telecom is the second largest manufacturer of channel banks in the world and the DE-4E is one of the most proven and reliable digital products available today.

PLC-1

Northern Telecom's Private Line Concentrator provides businesses and other organizations with the means to reduce dramatically the number of leased lines required in their voice communications networks, cutting line costs by as much as 50 percent. PLC-1 also provides network usage data for improved management of the network.

T1 Mini

A T1 Mini amplifies and regenerates voice and data signals as they are carried through the transmission systems. With its 24-channel capacity, the T1 Mini repeater is designed to meet AT&T specifications.

TIC

The T1 Mini's brother, the TIC has all the features of the smaller system with twice the capacity.

Digital Radio

Digital signals for voice, data, and video can be transmitted through the air. Northern Telecom's expanding family of digital radios currently includes 4ghz and 8ghz systems.

Optoelectronics

Northern Telecom has been developing and installing fiber optics systems since the early 1970s and continues to lead in advancing optoelectronic technology. We have supplied over 150 fiber optic transmission systems, the equivalent of more than 62,000 miles of fiber. Lightwave communication through glass fibers is practical and economical for voice, data, and video applications.

The successful application of fiber optics systems to digital telecommunications means longer transmission ranges of up to 30 miles without amplification by repeaters. Fewer repeaters means less field electronics, higher reliability and lower installation and maintenance costs. Glass fiber is smaller and lighter than conventional cable systems and is free from electromagnetic interference.

Northern Telecom offers complete optical fiber transmission systems, including single-mode and multimode fiber and compatible components and systems' designs custom-tailored to meet present and future customer requirements. In Saskatchewan, Canada, for example, Northern Telecom is working with Saskatchewan Telecommunications, the province's telephone company, to produce and install a 2,000-mile fiber optics network. This digital system is the longest fiber optics network being put in service, in the world. It will provide integrated voice, data, and video (cable television) services to customers over 100,000 square miles.

For more information on Northern Telecom and its products contact: Northern Telecom (U.K.) Ltd, Langton House, Market St., Maidenhead, Berks, SL6 8BE Tel. (0628) 72921.

nt northern telecom

WORLD TELECOMMUNICATIONS XIV

NORDIC COUNTRIES: Close co-operation exists in the region, with Sweden the leading light

Swedish expertise enjoys world ranking

WITH THE HIGHEST telephone penetration in the world, and some of the lowest tariffs in Europe, Sweden has for long held a leading position in the development of telecommunications. At the same time, in the shape of the L.M. Ericsson group, the country can boast a company which was among the first in the world to develop and install an all-digital public switching system.

Since its introduction in 1977 Ericsson's AXE system has been adopted by more than 70 telephone administrations in 48 countries, and over 8m subscriber lines are already installed or on order. Pakistan is among the most important recent new customers.

Over the years a close co-operation has been built up in the Nordic region to co-ordinate the planning of the telecommunication services between the four Nordic countries. The co-operation was formalised in an agreement signed in 1980 by all four telecommunications administrations, but in practice the four states have been working closely together for much

longer. Some projects, certainly, have not always reflected such a great degree of harmony. The development of a joint telecommunications satellite has been the subject of years of wrangling, but Sweden, Norway and Finland at least appear now to have reached agreement to press ahead with the SWK 1.5bn Tele-X project.

Satellite stake

At present, Sweden has an 88 per cent share and Norway 15 per cent, but it is expected that Finland too will take a small stake in the Tele-X satellite, opening the way for certain Finnish companies to become involved in the supply of equipment.

Satellite communication has been a major focus of co-ordinated research effort, and international satellite communications to the Nordic area are channelled through an earth station located on Sweden's west coast.

In common with several other countries, Sweden has moved in

recent years to liberalise some areas of telecommunications and certain limited sectors were opened up to competition in the late 1980s. The role of Televerket, the Swedish telecommunications administration, was modified somewhat during the previous non-Socialist government, but it still plays the central role in the development and introduction of new technology in Sweden.

Televerket has maintained the monopoly in the supply of all voice equipment including PABXs and modems for operation at speeds at over 1200 bits/s. It was also allowed to form a subsidiary Telenorvest to act as holding company for all of its interests in areas where it competes with outside concerns.

Televerket overall was reorganised as long ago as 1975 when a great deal of decision making was delegated to local areas. It is today acknowledged to have one of the highest levels of manpower productivity in Europe and one of the highest standards in terms of installation, repair times and maintenance standards.

In terms of overall equipment supply, Televerket holds still a very strong position and this is unlikely to be weakened by the current Social Democratic administration in Sweden which took over power 12 months ago after an absence of six years. Apart from areas where it holds the monopoly, Televerket also competes very strongly in sectors where private supply is permitted too.

There is only muted criticism of Televerket's monopoly in the provision of telecommunication services and its monopoly over the supply of most types of equipment.

Televerket's subsidiary, Telenorvest, was formed as a response to the liberalisation of certain areas of telecommunications activities, in order to improve central administration's ability to compete in new sectors. Among the subsidiaries groups in the new holding company are Swedtel, Swedenair, Teleforsvar, Telenor, Telstar and Nerton in Norway.

Sweden is a telecommunications consultancy, chiefly doing

business in the developing countries, while Swedcom (Swedish Telecoms Contracting) was formed just under three years ago to carry out contracts for the telecommunications administrations in other countries.

Status undecided

Still to be decided is the exact status of Televerket's factories in its industrial services division, but it is possible that they will become an operating company under the Teleinvest holding group despite opposition from the unions.

Among Televerket's other interests one of the most important is its 50 per cent-owned affiliate Elmetel Utrecknings AB, the development company established jointly with L.M. Ericsson in 1970.

It is engaged in research, design and development and among other projects was responsible for developing the very successful AXE electronic telephone exchange.

According to Ericsson the AXE system is its most impor-

tant means of competition and it claims that none of its rivals in Europe, Japan or the U.S. have nearly the same widespread acceptance for their modern systems. The introduction of the AXE system on the world market, followed by a number of system selections in its favour, has helped Ericsson to increase its share of the world telephone exchange market from less than 10 per cent at the beginning of the 1970s to around 13 per cent today.

With sales in 1982 of Swkr 19.6bn and 66,300 employees worldwide Ericsson is Sweden's sixth largest corporation.

According to Grievson Grant, the UK stockbrokers, in their recent investment analysis of Ericsson, the company's deliveries of AXE equipment should see a further sharp rise over the next two years.

In the process the larger part of exchanges produced in Ericsson's major overseas subsidiaries will switch over from electro-mechanical equipment to electronic with a saving of up to three quarters in actual pro-

duction time. "The result should be a very rapid rise in profits on public telecommunications," says Grievson Grant, even though it assumes that Ericsson's share of the world market will not expand much further after the rapid growth of recent years.

There has been a long history of co-operation between Ericsson and Televerket. In general terms, equipment developed by Elmetel is manufactured for the telecommunications administration by its

industrial services division, Tell, while Ericsson manufactures the same products for export markets.

In theory, there are opportunities for foreign manufacturers to supply equipment to Televerket, but in practice it buys only a very small proportion of its equipment abroad, and it comes under pressure from both the Government and the unions to buy Swedish wherever possible.

Kevin Done



BELGIUM: Exports are the industry's lifeline

Timely export coup in deal with China

IN BELGIUM'S small but internationally successful telecommunications industry, they called Bell Telephone Manufacturing's \$250m contract to supply its digital System 12 telephone switching system to China "the sale of the century". From start to finish, the deal took 10 years to negotiate and was won in the face of fierce international competition.

The turning point seems to have been a visit earlier this year by a Chinese delegation to Belgium, where it saw the Bell operation, a subsidiary of ITT.

"Besides showing the delegation that System 12 was already operational in the Belgian network, we also took them to our telecommunications plant at Geel. There the visitors could see with their own eyes that System 12 was already in volume production whereas our competitors stated that it was still only a concept maturing in the minds of our engineers," said Mr Eugene van Dyck, Bell's chairman. Though owned by ITT, Bell telephone manufacturing owns its name to American Telephone and Telegraph, which sold it in the 1920s.

The contract came at a handy time: conditions in the industry in recent months have not been easy. Fahrniel, which groups together Belgium's mechanical and engineering industry, has noted that both orders and deliveries have been falling off.

Slack investment

The reason is the universal one: the recession has caused a slackening in investment as public sector authorities, the main buyers of equipment, have tightened their belts.

In the first quarter of this year, delivered from Belgian telecommunications were worth BEF 6.8bn, roughly identical to the level in the same period of 1982. Orders in the first quarter were BEF 6bn, which was 17 per cent down on the 1982 first quarter.

The order which Bell won in China covers that tendency. Although the order will not necessarily attract other companies in the sector, it emphasises the importance of Bell in the Belgian industry. Bell, according to Fabriniel, probably accounts for about half the business of the industry.

The contract also points up another significant factor about the Belgian industry. This is its dependence on foreign markets to survive. Bell itself has to export, at least half of its products.

The Belgian domestic market is simply too small to take all the output of the sector. With Sweden this makes it an oddity among the major telecommunications equipment producers. Just over a quarter of Belgian output is sold internally, which means to Regie des Téléphones et des Télégraphes (RTT).

By contrast 84 per cent of Italian output, 75 per cent of British output and 59 per cent of West German output are absorbed on the domestic markets. State consumers traditionally tend to favour the products of their domestic com-

BELGIUM: RTT INVESTMENT (BFr m)			
Year	Investment	Borrowings	% of own resources
1978	15,557.3	7,734.7	50.3
1979	14,944.5	5,670.2	62.1
1980	17,206.4	8,588.9	50.4
1981	18,020.1	9,575.2	48.9
1982	20,546.8	11,226.3	45.4

panies. Belgium, though, has no huge multinational telecommunications group of its own. In the sense that West Germany can boast Siemens or the UK can boast GEC and Plessey. Indeed there is a strong international flavour among the companies in the sector.

Of the other principal companies located in Belgium, GTE ATEA is part of General Telephone and Electronics Corporation of the U.S., ACEC is an associate of Westinghouse of the U.S., Siemens and Phillips are owned outside Belgium, and Agfa-Gevaert is owned by Bayer of West Germany.

These international links are long-standing. Bell, for example, set up operations in Antwerp over a century ago. It has been an integral part of Belgian industry in a sector which the Government is keen to foster as part of the drive to shift the traditional emphasis of Belgian industry away from nineteenth century industries like steel and textiles.

For the first time this year, however, the Government has been prepared to put up public funds to encourage research and development. In September it decided to boost the investment budget by a further BFr 2bn, directed especially at the digitalisation of the telephone network based on exchanges.

Regional basis

But this decision was not quite as simple as it looked, because the money has to be spent on a regional basis—BFr 952m in Flanders, the Dutch speaking part of the country, BFr 602m in Wallonia, the French-speaking part, and BFr 448m in Brussels.

At the same time the Government decided to create a working group which would look at the whole question of how orders for the telecommunications sector would be spread between the three different areas of the country.

The linguistic and regional differences, which play a major role in Belgian politics, are equally a live element in the telecommunications sector. It is not immune from the growing pressure in Flanders to see that region's growing power, both in terms of the population and its politics and in its contribution to the national economy, reflected in the way national institutions place their orders.

This year RTT is opening and enlarging Teletex document transmission services. Next year it plans to open an automatic Teletex service and an electronic messenger service. The following year it will start a range of satellite services based on Telecom 1 and the European Communication System. The first optical fibre circuits come into operation on a small scale this year.

Such developments, although not individual to Belgium, are a natural response to the increased pressures being put on the RTT network. These pressures come through in RTT receipts.

Paul Cheeseright

Last year, telephone revenues were up 13 per cent on 1981 at BFr 40.7bn, telex revenues were up 6 per cent at BFr 3bn and data transmission receipts were up nearly 22 per cent at BFr 1.1bn. Only telegraph revenues declined.

With a steadily increasing turnover, pushing towards BFr 50bn last year, the RTT accounts for more than 1 per cent of the Belgian gross national product and for about 10 per cent of public investment.

Traditionally, this investment, running at BFr 15bn this year, has been funded by RTT independently. The table shows that over a period it has managed to keep a rough balance between the use of its own resources for investment and borrowing on the capital market.

For the first time this year, however, the Government has been prepared to put up public funds to encourage research and development. In September it decided to boost the investment budget by a further BFr 2bn, directed especially at the digitalisation of the telephone network based on exchanges.

Regional basis

But this decision was not quite as simple as it looked, because the money has to be spent on a regional basis—BFr 952m in Flanders, the Dutch speaking part of the country, BFr 602m in Wallonia, the French-speaking part, and BFr 448m in Brussels.

At the same time the Government decided to create a working group which would look at the whole question of how orders for the telecommunications sector would be spread between the three different areas of the country.

The linguistic and regional differences, which play a major role in Belgian politics, are equally a live element in the telecommunications sector. It is not immune from the growing pressure in Flanders to see that region's growing power, both in terms of the population and its politics and in its contribution to the national economy, reflected in the way national institutions place their orders.

This year RTT is opening and enlarging Teletex document transmission services. Next year it plans to open an automatic Teletex service and an electronic messenger service. The following year it will start a range of satellite services based on Telecom 1 and the European Communication System. The first optical fibre circuits come into operation on a small scale this year.

Such developments, although not individual to Belgium, are a natural response to the increased pressures being put on the RTT network. These pressures come through in RTT receipts.

Paul Cheeseright

BIG CHANGES are in prospect for the Dutch telecommunications industry. The Government in the Hague is expected to announce proposals within the next 12 months which should result in the privatisation of much of the network.

A report has already been prepared by Mr Jap Scherpenhuizen, the state secretary for telecommunications and the top management of the Dutch PTT. This is now being considered by officials of the economics, finance and telecommunications ministries, before being presented to a Cabinet information committee under the chairmanship of Mr Ruud Lubbers, the Dutch Premier.

Mr Scherpenhuizen said last month that the PTT's monopoly of the network would in future be confined to telephone apparatus and infrastructure. Private concerns, he said, would be able to compete openly in the non-telephone sectors, particularly in the latest, high-technology areas.

The latest report follows a discussion paper produced 18 months ago by a committee under Mr Frans Swarttouw, chairman of Fokker, the Dutch aerospace group, which had urged widespread privatisation and a severing of the existing links between the PTT and the Government.

Mr Scherpenhuizen does not accept Mr Swarttouw's argument that the PTT should become independent, but does accept that the idea could be re-examined in a few years' time.

The outgoing head of the PTT, Mr Philip Leenman, who retires next April, said recently

that the importance of an effective infrastructure for communications industry, in the widest sense of the word, was so great that the privatisation of vital PTT sectors, such as posts and telecommunications, must be ruled out.

Mr Cor Wit, the incoming director-general, is more inclined in his criticism of the Swarttouw report. Much of it, he says, could be acted on but telephone equipment must remain a state monopoly, partly to ensure the continuing efficiency of the service and partly to safeguard the jobs of 27,000 employees.

It is not an inevitable position. Holland's existing telephone system is highly automated and efficient, with equipment bought from all over the world. "I never buy in somewhere else," Mr Leenman said recently. Naturally, Philips, the Eindhoven-based electronics giant, plays a key role in the Dutch telecommunications industry, but it is by no means the only supplier, and competition for Dutch PTT orders can often be intense.

In 1984, the PTT intends expanding and updating semi-electronic exchanges in a number of cities, including Rotterdam and The Hague. Glass fibre cables are to be laid in Rotterdam, and there will be Dutch involvement in the laying of a new fibre cable between Britain and Belgium, to be operational by 1986.

Two new satellite ground stations are to be established next year at Burum, in Friesland, to add to the two already

in a European project to establish a new communications satellite over the Indian Ocean.

CONTINUED ON NEXT PAGE

SWEDEN SUBSCRIBER MARKET: SOURCES OF SUPPLY				
Equipment Type	Manufacturer	Supplier	Installation	Maintenance
Telephones	PTT (private)*	PTT	PTT	PTT
PABXs	PTT	PTT	PTT	PTT
Telex Terminals	Private	PTT	PTT	PTT
Modems	I Up to 1200	PTT+	PTT	Supplier
	bit/s	Private	Private	Supplier
	16,000 bit/s	PTT	PTT	PTT
Faximile Terminals	Private	PTT	Supplier	Supplier
Teletex Terminals	Private	PTT	Supplier	Supplier
Videotex Terminals	Private	Private	Supplier	Supplier

Note: * From December 1982, Televerket will supply two improved facsimile

WORLD TELECOMMUNICATIONS XV

IN THE last few years Canada has emerged as a leading supplier to the world market for telecommunications systems. Two companies dominate the Canadian scene, Northern Telecom and Mitel.

Northern Telecom, 53 per cent owned by Bell Canada Enterprises, the controlling group of the largest telephone operating company in Canada, has become the second largest telecommunications equipment manufacturer in North America, beaten only by Western Electric, and the sixth largest in the world.

Its sales last year topped C\$3bn, twice the level five years ago.

Mitel, which in 1975 had sales of only C\$900,000 last year had revenues of more than C\$250m and with around 13 per cent of the highly competitive U.S. market for private branch exchanges is running neck and neck with Rola in California.

The success of Northern Telecom has been built on daring technical innovation and a strong home base. Canada is the second largest country in the world and spreads across four time zones. As Mr Richard Sturberg, director of Strategic Planning at the Federal Department of Communications put it: "Telecommunications is as central to holding the country together as railways were in the last century."

In 1976, just 100 years after Alexander Graham Bell, the Scots inventor who emigrated to Canada, patented the telephone, Northern Telecom, supported by its parent company, made the decision to try and steal a march on the competition and produce a full range of new generation digital telephone exchanges.

Daring technical innovation leads to success for Northern Telecom, as Nicholas Hirst reports

Canada emerges as world supplier

Northern Telecom was bringing up-to-the-minute computer technology to the telephone business. It was a gamble. From a level of C\$33m in 1973 Northern Telecom's research and development spending has risen to C\$241.4m in 1982 for a total of C\$1.05bn with the majority going on digital technology.

It has paid off. Net income in the first half of this year was up 80 per cent at C\$10.9m before an extraordinary gain from a depressed Canadian market. Northern Telecom has become the darling of the Toronto Stock Exchange with its shares rising to a high point recently of C\$60.5 from C\$27.4 earlier in the year after a one for three split.

Competitors such as the Swedish L.M. Ericsson; ITT and Western Electric are now trying to catch up.

"I don't think any one of the main manufacturers comes anywhere close to Northern Telecom," said Mr Francis McNamee of Northern Business Information of telecommunications industry research organisation based in New York.

Mr Walter Light, chairman and chief executive of Northern Telecom says the company now has a two- to three-year technological lead. It has fully digital public and private exchanges serving 14m telephone lines in 50 countries, but the biggest market is the U.S.

Northern Telecom broke into the AT&T market in 1980 when the giant American telephone group approved the

sale of its DMS-10 small local exchange to Bell operating companies.

A new four-year contract was signed in June this year for Northern Telecom's larger DMS-100 family of large digital exchanges and toll switches.

With sales of transmission systems AT&T and the Bell operating companies are now Northern Telecom's largest customers in the U.S.

Analysts believe that with the divestiture of AT&T's operating companies next year, Northern Telecom will be in an even stronger position to increase sales.

Sales in the U.S. now account for 55 per cent of the total compared with 32 per cent in Canada and the balance from other countries. Conversion to digital by companies in the Bell system has been slow with only 2 per cent of AT&T's total lines using digital switching compared with 19 per cent for the independents. But while sales to the Bell system offer scope for growth, Northern Telecom is increasingly looking to overseas markets.

In August, Northern Telecom signed a C\$300m five-year contract to supply digital switching systems to Turkey and, on October 6, announced a C\$12.5m investment in the UK to take advantage of the opening up of the British telecommunications market.

Mr Light told a press conference: "Orders we have received for our digital switching systems from some 50 countries are just the beginning. We

expect to be viewed as more aggressive in the future."

While Northern Telecom has been going from strength to strength, Mitel has been running into problems. In contrast to Northern Telecom's strong growth this year to C\$37.1m to a low of C\$15.5 and continues to trade around that level.

The first blow came in June when it announced it would not be continuing its partnership with IBM to develop a new line of switching systems.

IBM had chosen competitor, Rola, instead. Then, in July, Mitel announced its first-ever quarterly loss of C\$4.5m and then a further loss of C\$3.5m was reported for the second quarter compared with a profit of C\$4.4m in the corresponding period.

Mitel is saying it will make a profit for the year as a whole, but its fast growth image has been badly tarnished.

Marketing of its first family of fully digital switches, the SX-2000 super-switch is a year late. And even the company's public relations co-ordinator, Diane Daghofer said: "We have had a reputation of talking a bit too early and a bit too brashly about our products."

Much is riding on the future of the SX-2000. In the year to February, 1982, out of deferred development costs of C\$15m, 70 per cent were related to development of the SX-2000.

In the private branch exchange market digital equipment is growing fastest.

Mitel is now planning to introduce a stripped-down version of its super-switch later this year with limited capability for data transmission.

Full volume production of the stripped-down version will begin in the spring and the full system should be available a year later.

Analysts say Mitel expanded too fast with too many manufacturing facilities around the world and under-estimated the difficulties of developing a large digital switching system, but that it is now attempting to get its operations under control.

New appointment

A new chief operating officer has been appointed and the company has ceased development of its Skyswitch, a satellite communications switching system and its semiconductor manufacturing plant in Vermont at a cost of C\$1.2m.

Elsewhere, analysts are eagerly waiting to see what the American Tie Communications does with Plessey Canada, sold by its British parent in June.

Tie Communication is regarded as one of the best marketers of "key systems" — switchboards for the small business market — in North America.

Plessey engineers had developed a small, highly flexible private branch exchange called the K2 which some analysts believe could become an extremely successful product, especially when backed by Tie's expertise.

Meanwhile, the Canadian domestic telecommunications market is in a state of flux. Canadian regulatory authorities allowed Bell Canada to re-organise itself earlier this year setting up a new holding company, Bell Canada Enterprises.

Its telephone-operating company, Bell Canada, remains regulated by the Canadian Radio-Television and Telecommunications Commission, but profits from other divisions will no longer be taken into account in approving its rate structure. This leaves the group free to compete on the international market without the fear that profits it earns will end up subsidising Canadian telephone users.

In July, Bell raised C\$33.6m by offering 12.5m shares to help it take advantage of new opportunities.

At the beginning of May, it had announced a new C\$1.6bn five-year contract to manage Saudi Arabia's telephone service. Bell Canada International now has 35 projects in 20 countries.

Bell and provincial telephone companies outside of its operating areas of Quebec and Ontario retain a monopoly of public voice transmissions, but this seems likely to change.

Mr Francis Fox, the Communications Minister, told a House of Commons committee in May that his department intended to move to a competitive rather than a regulated environment. This could allow long distance discount operators to enter the market as they have in the U.S.

Regulation, however, is divided between Federal and provincial authorities and any changes to the present system could be vigorously fought.

What worries the Department of Communication is that if the Canadian telephone market is not opened up to free competition, business users could begin to route their calls through the U.S. where a competitive market exists.

Netherlands move to privatise much of the network

CONTINUED FROM PREVIOUS PAGE

Last month, initial tests began of a Dutch test communications system, known as democom, by means of which messages can be exchanged and recorded along glass fibre connections. Public testing of the system, involving some 750 subscribers, is to start in the New Year.

In total, the PTT will invest round Fl 2.9bn in 1984—Fl 50m more than in 1983. Naturally, the postal service will account for part of this total, but the bulk will be in the field of telecommunications.

Glass fibre is already becoming a reality in the telecommunications field in Holland. In a few months time, two main telephone exchanges in Rotterdam will be joined by the new product, NKF-Kabel, a subsidiary of Philips, is providing both

the fibre and the special welding equipment required to effect the links.

The PTT believes that glass fibre is already a viable system over short distances and believes that by the 1990s a complete network will have been established. Traditional coaxial cable systems have to be boosted approximately every three kilometres. Glass fibre can carry information over 25 kilometres without trouble.

Dominating Dutch telecommunications is, of course,

Philips, which on August 1 this year signed a joint venture agreement with AT&T of the U.S. covering activities in the fields of public telephone switching and transmission. Initially at least, the focus will be on the AT&T digital switching centre. The American cor-

poration will provide the basic product, while Philips will contribute marketing and specific development for different customers. The joint venture workforce will eventually reach 5,000 at its Dutch headquarters, and there are high hopes that lucrative contracts round the world can be secured by this pooling of knowledge and experience.

Philips has already proven,

along with Ericsson of Sweden that it can produce the goods on a large scale. The Phillips-Ericsson joint venture is currently installing a vast, sophisticated telecommunications network for Saudi Arabia, worth some Fl 14bn.

Philips is also active in transmission systems purely of its own development, such as the new 563 Mbit/S coaxial line

system and the 140 Mbit/S repeaterless monomode optical fibre system operable over 40 Kilometres. Through Pye its UK subsidiary, it is engaged in cellular mobile radio, and its new Sophonet wide area office automation and data handling system is expected to be a significant money-spinner.

Philips' telex systems are already widely used in the Netherlands, and the new Pact telex terminal features powerful memory and message editing functions and a high-resolution bi-directional printer.

In 1971, Rotterdam opened the first computer-controlled telephone exchange in the world. This system has since been improved, and electronic automation has spread throughout the country. Push-button dialling from city-centre call-

boxes is increasingly common, and the latest generation of phone booths will be connected to a toll-free information service instead of being supplied with costly and instantly out-of-date telephone books. Many telexes are now electronic, and this trend is increasing. Viewdata is available on a general basis, and packetswitched Data service for large users was introduced in 1980.

Set to grow

With a partial deregulation of the PTT clearly on the way, the market for private services is clearly set to grow. The compact nature of the country is bound to limit development in one area. Vast distances at least for internal communications traffic, are never covered in the Netherlands and cordless

telephones are frowned on by the Government as liable to create chaos in the dense Dutch system. Otherwise, it's all systems go.

The main areas likely to be open to free competition in the future are computer-based.

Viewdata, the information-handling service based on a central computer and client units, is already a free area, supervised by the PTT and using its line-hires. But the system (known generically as videotex) is expanding, and a nationwide network of services is envisaged for later in the decade.

Teletex, the high speed, multi-function follow-up to Telex, is another system that is set to expand fast in the Netherlands, and once again it is foreseen that private enterprise will be

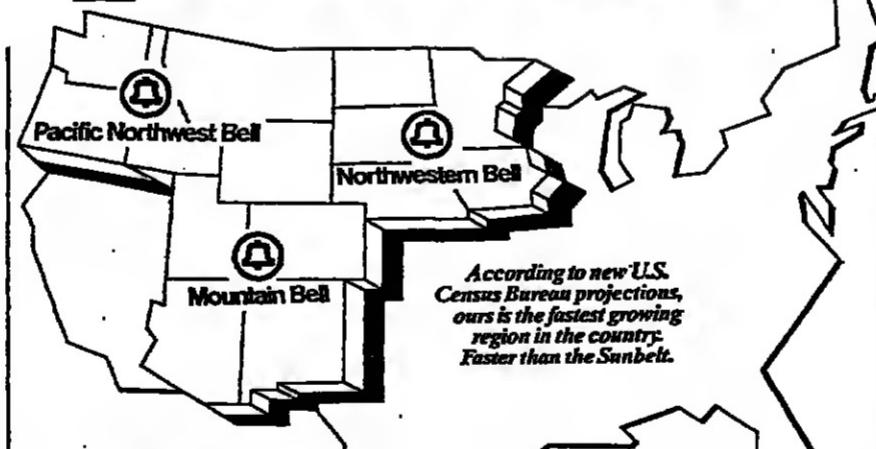
heavily involved. Computer and word-processor links, both nationally and internationally, are intended as the end-result of Teletex, and while the PTT, or another single body, would continue to provide the information transportation, the provision of equipment and systems would be open to competition.

The leasing of lines and of bulk capacity is more controversial. Neither the PTT nor the TTS are believed to favour the leasing of lines that could then be sub-leased (re-sale). However, there is some discussion of re-sale being permitted if the sub-leased line provides an enhanced service, possibly linked to word-processing or computers.

The Centrum Voor Informatie Beleid (CIB), an industry-sponsored lobby group frequently consulted by the Government, believes that the "cream-skimming" — the provision of low-cost telephone lines on a sub-lease basis — can be prevented if value-added services are made a condition of the sale.

CIB experts consider that the Dutch telecommunications industry has stood still for too long, and that the time for a change in direction has arrived now that the national network is rapidly being updated by digital and other electronic means. It agrees that the basic telephone and telex systems and the infrastructure must remain regulated — although not necessarily by the PTT — but wants to see private enterprise providing much more of the customer's equipment and services.

It is impossible to think small in a place this big.



service based industries, industries that require the kind of telecommunication systems that we provide.

Our region abounds with natural resources that will promote the growth of industry and enrich the lifestyles of our residents. 70% of the known gold reserves in the 48 states, 90% of the nation's copper, 92% of its uranium, 91% of its silver and 60% of its iron ore. This area provides 46% of the nation's supply of saw timber (critical to the recovering housing market) and encompasses 57% of the national forest lands. 40% of the nation's food product is rooted in our soil.

Five of the ten cities of great opportunity, cited by John Naisbitt in

his book, *Megatrends*, are in US WEST territory. Ours is a diverse and dynamic region, capable of accommodating the evolving decentralization of America with land, natural resources, trained individuals and a stimulating environment.

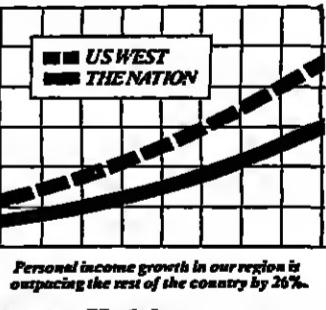
This environment is a natural setting for telecommunications growth. The increasing base and the increasing capacity to service that base will nurture continued progress.

We serve 14 states populated by 27 million people, encompassing 43% of the continental United States. We employ more than 80,000 people and manage over \$15 billion in assets. On our first day in business we will be among the *Fortune* top 50. Bigger in assets than Xerox, Westinghouse or Eastman Kodak.

The new and developing industries of this country are increasingly dependent on the information their telecommunications system can bring them. And we bring them the future.

Indeed, it is impossible to think small in a place this big.

For more information about US WEST, address your request to: John Trygg, Director of Investor Relations, US WEST, 7800 East Orchard Road, Suite 290, Englewood, Colorado 80111.



We're out to win our spurs.

USWEST

WORLD TELECOMMUNICATIONS XVI

ASIA: The demands of the community as a whole, including the poorest, cannot be overlooked says Dinah Lee

Rapid growth for fast data transmission

FAST AND flexible methods of data communication, once the preserve of multinational companies, is quickly becoming one of Asia's fastest growing industries, increasingly aimed at medium and small business operations as well as the giants.

However, communications experts taking advantage of Asia's phenomenal growth, cannot overlook the demands of the general community which includes the very poorest. In this regard, few contrasts could be greater than in Hong Kong where free telephones are still readily available to pedestrians stopping at fast-food counters and local shops and, at the same time, the Hong Kong Telephone Company could boast, until recently, the world's largest urban optical fibre network of approximately 3,000 fibre-km installed.

This claim was only recently holder of the Japanese Monopolised by Buenos Aires poly on domestic communications which bought a larger system that are equally protective of their markets.

"You often see the most modern systems in developing countries that can buy the latest and the best available," said the assistant general manager of Hong Kong Telephone Company, Mr Brian Kennedy.

He described the race to dominate Hong Kong's growing market as highly competitive.

"We are threatening the telex market and they don't like it," he said when describing the telephone company's two-year data message service.

Developed

Using existent phone lines, the DMS system offers customers what the industry calls "store and forward" services.

Instead of using a telex machine, a DMS customer transmits his message over the telephone line with the help of a "modem" attachment to the telephone company's computer from which it is sent to a computer in the U.S., UK, Tel Aviv or South Africa.

The system as employed in Hong Kong was developed in a joint venture with a company in Tel Aviv, Argamom, and introduced two years ago.

Mr Kennedy claims that it cuts telex costs by 25 per cent for transmission to the U.S. and UK, he adds that rivals for the market, Cable and Wireless, tried to delay a licence for DMS by protesting that it would infringe their licence as the British colony's telegram and telex monopoly.

He said that not surprisingly, both Kokusai Denshin Denwa Company (KDD), the Japanese international carrier and Nippon Telephone and Telegraph public corporation (NTT) the

55.2m telex minutes, and is expected to grow by 10-15 per cent a year or more.

Cable and Wireless has introduced only in September their competitor - Dialcom - which they claim is error-free, using what is called "parity and flow control" to catch typographical errors introduced in transmission.

Using a microprocessor terminal, a customer "keys" into its "electronic mailbox" with his secret password and can store, send or retrieve material. For this reason it is called a "store and retrieve" system.

"We see our system as keeping telex business off the phone lines. We think the phone lines are for conversations," said Cable and Wireless.

The main attractions of the DMS system to users is the fact that the phone system is already installed and office workers can prepare messages on word processors, far easier than punching a telex tape. What makes the calls faster and cheaper, is the telephone company's "packet switching system" which sends the data at speeds around 4,800 baud. (A "baud" is a unit of telegraphic signalling speed, corresponding to one dot per second, and named after a French engineer, Baudot.)

The signal is also faster because one message can be piggy-backed on to the minute gaps in another transmission, called "multi-plexing".

One of the drawbacks to the DMS system is that it isn't "interactive" so two parties cannot chat back and forth as they can on a Telex. But for Hong Kong customers merely awaiting for telex time to check the capability of DMS to send the message whenever possible by multi-plicing or along different transmission routes is a godsend.

Another drawback is the system's dependence on the clarity of the telephone line, particularly difficult to count on from countries like Malaysia, Thailand, the Philippines or Indonesia.

To a certain extent, the line can be specially conditioned to filter out static but other systems guarantee fewer "corruptions" of the message.

Despite these problems, Hong Kong telephone has said it hopes that DMS will have captured 40 per cent of Hong Kong's telex market in a few years' time.

Last year, that market was

WITH THE days fast ticking away before President Reagan visits Japan in early November, the Japanese government is becoming increasingly anxious that some form of early settlement can be achieved over a major bilateral trade issue, purchases of foreign equipment by the nation's telecommunications monopoly, the Nippon Telegraph and Telephone Public Corporation (NTT).

NTT's annual procurements of telecommunications equipment are worth around Y3bn yet, despite efforts on both the foreign and Japanese sides over the past three years, foreign goods purchases still account for only around 2 per cent of this total.

The failure of foreign companies to gain a respectable foothold in the NTT market threatens not only to aggravate the strains caused by the overall U.S. trade deficit, which this year is expected to amount to approximately \$20bn (not to mention the UK deficit, which reached £1.015bn in Jan-May 1983), but it also puts in jeopardy the proposed renewal of a three-year telecommunications market opening agree-

ment signed in 1981, which is due to expire in December. The agreement is of a reciprocal nature, allowing Japanese telecoms equipment makers the valuable privilege of non-discriminatory access to U.S. contracts, and although some people would be happy to see Japan's market return to its previous closed state, most Japanese industry leaders, together with the Government, are anxious to see the agreement renewed.

Pressures from the U.S. and Europe over the opening up of NTT to foreign goods purchases first came to a head in late 1980. At that time NTT was still pursuing a strictly buy-Japanese policy, obtaining its equipment needs from the "NTT family" of favoured domestic makers.

Independent

Three years of discussions on the NTT issue, first raised in the Tokyo round of the General Agreement on Tariffs and Trade (GATT), preceded the agreement finally concluded in 1981. Japan always insisted that the liberalisation of NTT pur-

chases could not be handled outside the scope of the GATT free procurement pact, and instead settled for a present deal which treats it as an independent free trade issue.

NTT purchasing procedures are divided into three different "tracks," each relevant to specific types of telecoms products. During the past three years NTT's foreign purchases under track I have included digital PBX equipment and magnetic tapes for data telecommunications, while under the track II and track III procedures it has bought a satellite echo canceller, pocket belt pages and microwave antennae.

Offshore procurement under the new agreement amounted to approximately \$36m by 1982, and NTT said it expected the sum to double annually at a minimum. Aware that this figure still looks paltry when set against the \$3bn of overall yearly purchases, NTT announced this October that it is to buy other foreign equipment worth \$89.3m, thus boosting the sum of contracts awarded to some \$140m for the fiscal year 1983, equivalent to a quadrupling of purchases since the previous year. The purchase total announced, however, includes a \$21m Cray Research Inc supercomputer, which is arguably not a telecoms product.

Other purchases include a \$64m communications traffic control system from AT&T Inc and a \$4.3m transportable digital switching system from Northern Telecom Inc.

The Japanese argue that they have done everything possible to enable foreign companies to bid for NTT contracts on an equal footing. These moves have included the acceptance of applications filed in English, and registered at NTT offices.

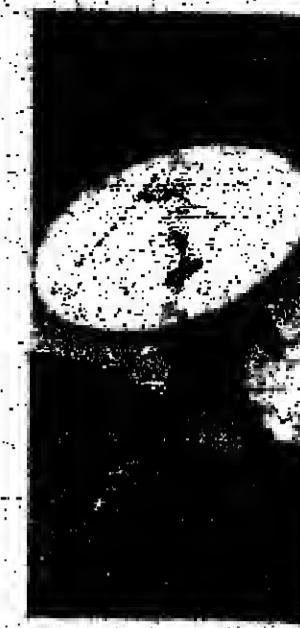
NTT has also sent delegations to the U.S. to explain the nature of NTT procurements and bidding procedures to telecoms makers, and to encourage their participation. The Japanese complain that although these import promotion seminars have been held in U.S. cities, few representatives from the U.S. telecoms companies bothered to turn up, a fact not denied by the U.S. side.

They view the current NTT debate as being conducted

anywhere else in the world. Although "fax" cannot be easily edited or manipulated as easily as messages on a word processor, the Japanese do not seem to mind since so much more of their business communication is handwritten.

What is more, Cable and Wireless charges are cheaper than KDD's, so many customers with multiple lines route through Hong Kong, rather than Tokyo, e.g. companies in Korea. Nevertheless, KDD say that 40 per cent of overseas phone calls are data (not voice) messages and 90 per cent of those are facsimile.

At the same time, Hong Kong Telephone Company is working on three separate projects to develop a Chinese transmission service, one with the switchover time zone, messages can be stored, delayed, relieved, sped up and generally treated as instantaneous conversations without the concern of cost or length. Asian businesses can literally do their business in their sleep.



The Cable and Wireless earth satellite station in Hong Kong: facing competition in one of the world's fastest-growing markets

Japan is under intense pressure to increase purchases abroad, reports Roy Garner

Tokyo anxious for early settlement

primarily on a political level, for example, beat both Japanese and foreign makers to become the first company to gain NTT type approval for digital PBX equipment. The company did this worth of business in its first year of Japan sales, and expects to double this figure for each of the next four or five years.

Paradyne Corporation also recently won a major NTT order for its PIX II modems, and has since entered a joint venture with a Japanese software company.

The next big issue in the telecommunications business promises to centre on Japan's domestic satellite services. Overseas companies are willing to enter into technology transfer deals, and to share business with the big Japanese suppliers in this field, but both the Japanese companies and the government are clearly not interested in the area.

Several U.S. companies already in Japan, and committed to the acquisition of NTT business, have seen good results, and the chief problem now lies in encouraging the smaller U.S. manufacturers to invest in the Japanese market.

COUNT THE COMPANIES WITH TOTAL CATVABILITY ON ONE FINGER!

BICC has the skill and the resources to handle every single aspect of setting up your new CATV Network.

BICC will design the system for you, supply all the hardware, and then carry out the complete installation.

BICC Leaders in all types of cables including co-axial and optical fibres, and in civil engineering, who offer you a CATV package tailored precisely to your needs.

Here's how it works.

Assessing the costs

It's your aim to market Cable TV successfully.

So we'll supply you with important information to help you do so.

In other words, we'll provide you with selected profiles of the area where you'll be operating, and complete and detailed estimates of the costs involved in establishing a network.

Providing the hardware

At the core of your CATV network lies the hardware.

Naturally, you'll want the best.

And with BICC's extensive range, which includes the latest COMM/SCOPE cable designs, that's exactly what you'll be getting.

The installation

With our broad, long-term experience in the field, we'll carry out the installation with minimum fuss, and maximum expertise.

Put us in the picture

Write and tell us your current plans, and we'll give you information about how BICC can help.



YOUR LINK WITH SUCCESS IN CABLE TV

BICC plc, CATV Unit, P.O. Box 5,
21 Bloomsbury Street,
London WC1B 3QN
Tel: 01-637 1300 Telex: 93463 & 28624

BICC-CATV
Seminars in London,
Manchester and
Birmingham.
Write or telephone
for details!

